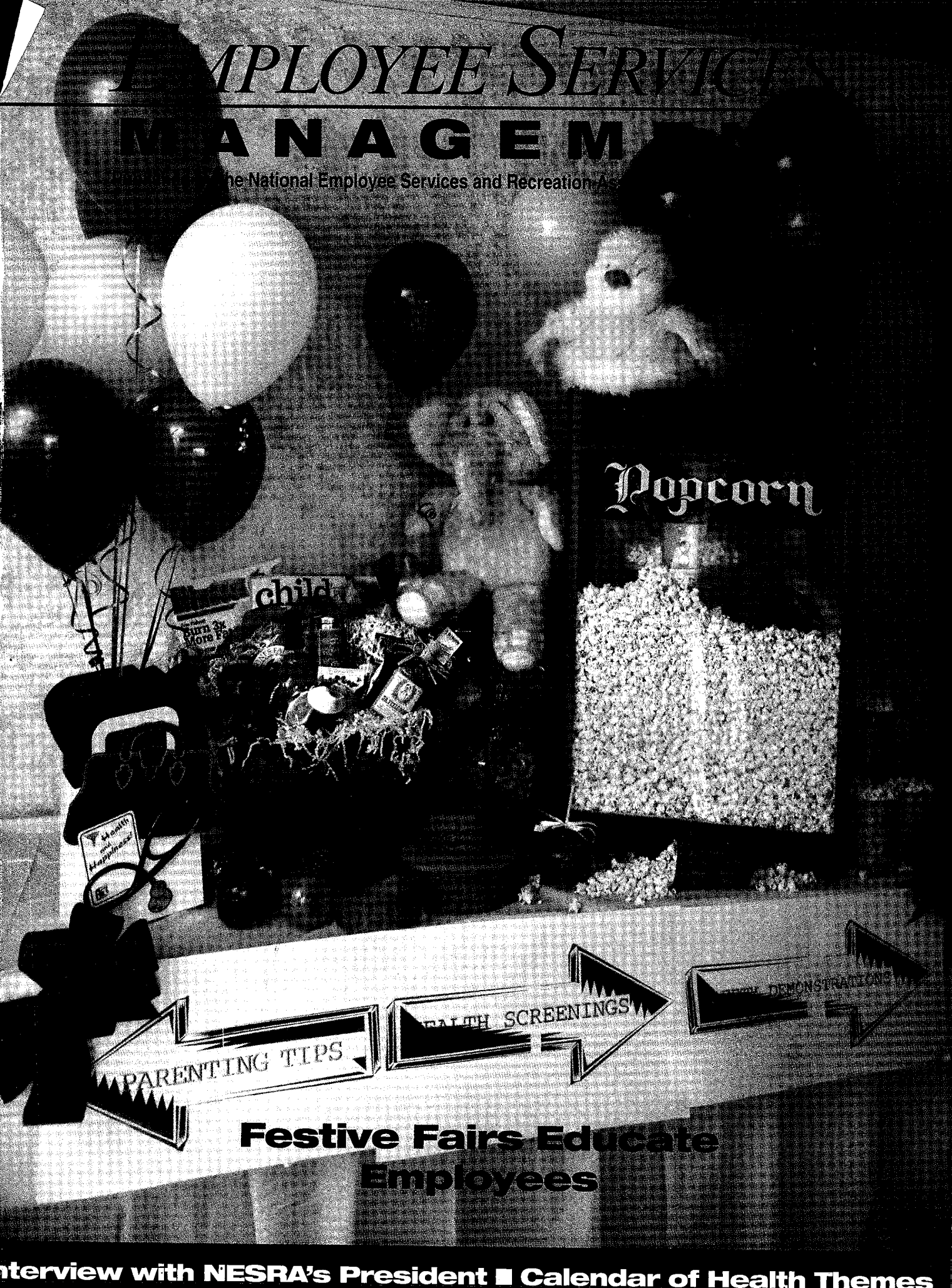


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The National Employee Services and Recreation Association



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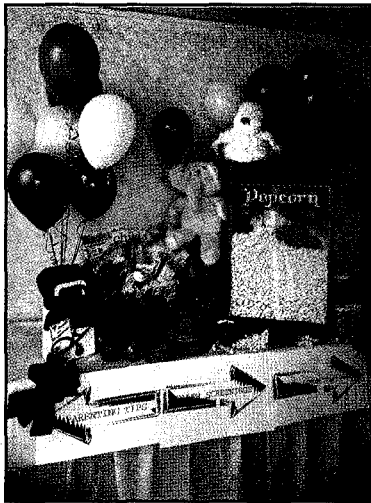
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January, 1997
Volume 40, No.1

MANAGEMENT

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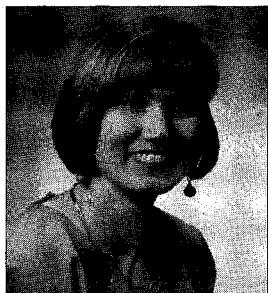
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by Cynthia M. Helson
NESRA Director of Communications



Editorial

Changes Aid

Readership

If you have a story idea
or know of someone
who could be a great
author or should be
interviewed, call me,
Cindy Helson,
(630) 368-1280.

This is the time of year we put some of your suggestions in place. In response to the Readership Survey conducted in the Spring and focus group meetings with groups like the Editorial Advisory Board, we've made some editorial changes to *Employee Services Management*.

In 1997, this magazine will contain some new departments. **Strategic Forum** will be geared to experienced employee services and recreation providers. It will contain upper-level information on how to manage an employee services department and an employee association. Subjects such as budgeting, working with boards of directors and other topics will be covered here.

Taming Technology will keep you updated on new developments on the Internet and especially NESRA's home on the World Wide Web, <http://www.nesra.org>. It will be written most times by Scott Aemisegger, president of InfoTrends Marketing Corp.

Employee Store articles will less often highlight specific employee stores and more often deal with retail issues specific to employee stores.

Feature articles will be shorter and more direct. Most will focus on trends in the industry and many will have tips you can apply to your own situation. One feature story an issue will be dedicated to providing instructional information such as how to implement a specific type of travel program and how to implement a United Way Campaign. We understand you are pressed for time and want to make the time you invest in NESRA valuable.

Please let me know if you have an idea for a story. I'd like to hear what's important to you, what's new in the field and what you'd like to read about.

EMPLOYEE SERVICES MANAGEMENT

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January, 1997

Here are NESRA services at your fingertips on NESRA's World Wide Web Site.

- See the agenda for NESRA's 56th Annual Conference and Exhibit, April 2-6, 1997, in Chicago, IL
- Get the latest information on products and services available through NESRA's Buyer's Guide and Services Directory
- Look up the phone numbers for all NESRA Chapters
- Gather revenue-generating ideas
- Chapter leaders can get sample bylaws and meeting topic ideas
- Find out how to increase membership in your Employee Association

For details on NESRA's World Wide Web Site, call NESRA Headquarters at (630) 368-1280.

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The Balanced Business Budget A Strategic Must or Myth?

by Ronald S. Kauffman

"We learn to do neither by thinking nor by doing; we learn to do by thinking about what we are doing."
—George D. Stoddard

We have all faced the daunting challenge of managing a business. We know about the intricacies of people, policies, growing demands for services and programs, and increasing costs and overheads in the midst of shrinking annual financial funding or allocations.

We have had to become experts in a world that expects us to do more with less. As a manager, whose task it is to continue to meet the expectations of doing more, you are (or should be) in search of tools and methods to assist you in meeting your objectives without exceeding your financial limits. One of those primary tools is a subset of your Financial Statements, the budget. Yes, a subset. Every business, every association, every organization has at its very core the requirements of the following documents by which it operates:

- 1. A Business Plan**—the core plan that documents your goals, direction and business
- 2. A Marketing Plan**—the sales and promotional strategies of your business
- 3. A Financial Plan**—financial projections, budgets and cash flows of your business

*"To do great important tasks, two things are necessary. . .
a plan and not quite enough time."*

—Anonymous

We begin with basic assumptions

For our purposes, we will assume that you have a written business plan. We will also assume that you (1) have updated it within the past two years, (2) have written a marketing plan to promote your business and (3) are generating dollars. Whether through membership drives, sales, dues collection, lobbying for federal funding, or sourcing potential avenues for grant funding, you are generating revenues.

Because you have business history, you have the basic elements for next year's budget, even if—heaven forbid—you've never formally created or operated under budgetary controls. By using your financial revenue and expense history as a planning review mechanism, and gazing through your "crystal ball" at projected expenses for the next year, you now have some rough numbers for a strategic budget.

Using automation as your financial staff assistant

If you're still dependent upon your hand-held calculator, #2 pencil and legal pad you are in real trouble. If you rely on the computer department to provide you with your previous year's budget and financial information, you are also at a distinct disadvantage compared to those organizations who now take advantage of computing and distributed processing—accessing information directly by personal computer (PC) for immediate use without management information systems' assistance.

A sample portion of a simple spreadsheet

Expenses	Aug-95 Actual	1995-96 Mo. Avg.	Aug-96 Budget	Aug-96 Actual	Aug-96 Variance
Accounting & Legal Expense	0	722	1,000	950	50
Computer Expense	150	840	300	325	(25)
Advertising & Promotion	220	592	500	485	15
Yellow Pages Advertising	0	0	5,000	4,950	50
Bank Charges	240	171	100	110	(10)

In either case, once the current information you require is available, computer technology must become your ally to this budget building process. The most common approach in past years was the financial spreadsheet that you built using an application program such as Lotus or Excel. Both software programs permit "What if...?" analysis of data, but neither is intuitive, meaning they do not prompt you into thinking about elements of your budget. Neither is capable of automatically allowing you to generate a report showing actual expenses versus budgeted expenses, or what is commonly called a "variance" report. For example, Chart A is a sample portion of a simple spreadsheet containing a portion of a business's expense data.

Note that a spreadsheet is designed by the user, the data entered is provided by the user, and the information that can be derived is totally dependent upon the user's degree of skill and familiarity with the software (in this case, Excel) to provide a level of detail.

Take advantage of today's more intelligent software tools

Although spreadsheets are valuable tools, they pale in comparison to today's newer financial management products, such as QuickBooks and others. These products anticipate your budgeting—and most of your other financial building and reporting—requirements, and have built-in templates that literally step you through the budget building process, allowing you to do "What if...?" analysis and much more. These programs then take you to the next higher levels by taking the data you input and automatically compiling and formatting it into highly informative reports including:

- P&L Budget Overview
- P&L Budget vs. Actual
- P&L Budget by Department (Profit Cost Center) Overview
- P&L Budget vs. Actual by Department (Profit/Cost Center)

■ Balance Sheet Budget Overview

■ Balance Sheet Budget vs. Actual

There are many other valuable reports that are built into today's smart accounting and financial management software; foremost among them for budget managers are Transaction Reports, Project Reports and of course both accounts receivable and accounts payable reports.

*"If you don't know where you're going,
any road will get you there."*

—Anonymous

It should be obvious to anyone involved in management today that the act of managing can no longer have its forward thinking or planning based solely upon historical events. Financial controls and projections, combined with anticipation of problems and challenges that must be supported by contingency plans ready for implementation are the armor and weapons of today's successful managers.

By taking advantage of the tools of technology, with their ease of use and varied flexibility, today's budget planning manager can not only take control of that process, but debunk the rumors of tediousness surrounding the actual planning and construction of the budget itself. If indeed we are to do more with less, then at the very least, we shall begin to think strategically about budgets, and anticipate a paradigm shift from myth to must. ☞

Ronald S. Kauffman is president of The Business Doctor Consulting Company, based in Jupiter, Florida. His 30-year business career has included association management as an executive director, and senior sales and marketing management positions with manufacturing, retail and high technology companies. He is an accomplished author, public speaker and trainer, and contributing writer to numerous magazines. He can be contacted at (561) 745-8838 or via email at DRRON407@aol.com.



Ronald S. Kauffman

NEWS

IN BRIEF

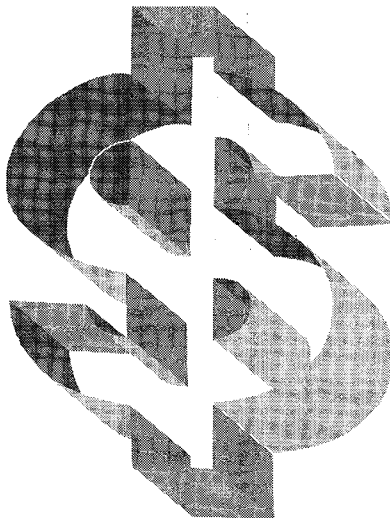
Worker Absenteeism Costs Billions

Unscheduled absenteeism among the nation's workers continues to cost businesses millions of dollars annually, and reasons why employees take unscheduled time off are more related to family issues, stress and personal needs, rather than their own illnesses, according to CCH Inc.'s 1996 *Unscheduled Absence Survey*. In addition, the survey revealed that while the actual rate of absenteeism, which had increased more than 14 percent since 1992, stabilized in 1996, large companies faltered in their attempts to curb absenteeism costs.

While the percentage of unscheduled absences remained relatively unchanged from 1995 with an overall average absenteeism rate of 2.77 percent (compared to 2.78 in 1995), the effect on companies' bottom lines, still presented a costly

dilemma. Specifically, unscheduled absences cost companies with 1,000-2,499 employees up to \$1.17 million annually, and companies with 5,000-9,999 employees up to \$2.16 million a year, according to CCH. This shift indicates a reverse in the trend from last year when, relative to their size, small companies lost the most dollars to unscheduled absences.

When exploring the reasons why employees take unscheduled time off, the survey showed a significant decrease in personal illness and an increase in time off due to the "entitlement mentality" and stress. In 1995, the largest percentage (45 percent) took sick time because of personal illness.



▼ Workforce Training Trends Surveyed

The demands of doing business are changing the very nature of workforce training. Downsizing, reorganization, budget cuts and reliance on technology to integrate and streamline worklife have revitalized the training industry reports Training Media Association (TMA).

The TMA study predict-

ed six key trends that will shape the future of the training industry:

- Re-engineering and downsizing of training will continue
- Training will relate more closely to bottom line
- Cost-effectiveness will continue to be the most important buying criterion
- The demand for technical topics will increase
- Performance Support Systems will increase in use
- The worksite will replace

the classroom as the delivery point

▼ Special Events Boost Economies

According to the Tourism Works for America Council, special events are boosting local economies. Studies show that spending by non-local tourists can contribute upwards of 54 percent toward the direct economic impact to an area, reports

Association Trends. Visitors to the Philadelphia Museum of Art's Cezanne exhibition are expected to generate an economic impact of \$45 million for the city.

▼ Big Jump In Exercise

Middle-aged Americans, baby boomers and older, are moving into fitness in force, according to two national surveys. In one survey, a

national panel of 210 fitness facility managers reported that "programs for seniors" were generating increasing interest in most clubs that offered such programs.

The second survey, which tracks participation in sports and fitness, found that the number of Americans 55 and older who belong to a health club more than doubled between 1988 and 1995, from 1.1 million to 2.7 million (a 145 percent increase). Meanwhile the number of members aged 45-54 grew from 1.8 million to 2.9 million over the same period (a 61 percent gain).

"In 1995, almost three of every 10 (29 percent) health club members were aged 45 or over," said Gregg Hartley, executive director of the Fitness Products Council, which sponsored the studies. "In 1988, fewer than two in 10 (18 percent) members were that old."


▼ **Successful Relationships at Work are Valued**

Getting along with others at work (25 percent) and establishing relationships built on trust (22 percent) were the two skills rated as the most important in a survey commissioned by Dale Carnegie Training[®], reports *Personnel Journal*. Leadership skills (17 percent) rated lower. The majority of the workers surveyed feel stress makes it more difficult for them to do their jobs well, nearly one-quarter (23 percent) feel it actually helps them to do their jobs better.

Fifty-three percent feel team participation decreases job stress, while 28 percent say it increases stress.

▼ **Jobs Listed on Job Bank**

"I am pleased to announce that IBM will make every one of its job openings available on America's Job Bank on the Internet," says Secretary of Labor Robert B. Reich. "America's Job Bank is one of the Internet's most visited sites, with more than six million 'hits' a month. IBM's pool of some 24,000 jobs will be a great contribution to the continued success of the America's Job Bank. Millions of Americans will have access to this corporate leader's high quality job openings, and IBM will have access to the hottest job marketplace in America."

America's Job Bank is a free, computerized job bank on the Internet that links employers to job seekers. America's Job Bank collects, connects and continuously updates job openings from 1,800 nationwide employment service offices and from private companies that enter openings directly on the job bank. The bank also links to 80 private placement agencies and directly links to openings on corporate home pages. The Department of Labor's Employment and Training Administration created and finances the system. It can be reached at <http://www.ajb.dni.us>. 

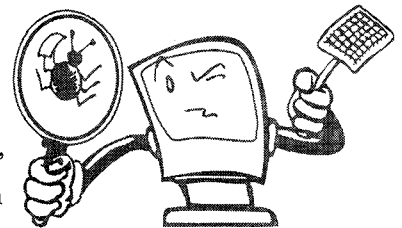
Companies Prepare for the Year 2000

With less than four years left in this century, 62 percent of companies are now taking steps to deal with the "Millennium Bug" or "Year 2000" issue, a data processing systems implementation method in use before the mid-1990s that is expected to cause widespread, potentially disastrous computer software problems plaguing mainframes, client/server networks and PCs, according to the Olsten Corporation.

However, nearly one in six (13 percent) of respondents say they are unaware of the issue.

Because the "Millennium Bug" records the year in only two digits instead of four, software systems falsely read the "00" from the year 2000 as 1900, causing many data computations to fail. The operating and financial implications for businesses are enormous. For example, credit cards with expiration dates after 1999 could be automatically invalidated. Incorrect interest computations for securities, mortgages and loans may result, with potentially grave effects on the financial industry.

Among the companies surveyed, 28 percent have millennium conversion programs underway while 34 percent are in the planning stages of their conversion initiatives. Computer systems experts are predicting that millennium systems conversions could cost \$600-\$800 billion world-wide and take companies several years to complete. While 13 percent of the respondents are unfamiliar with the "Millennium Bug," 21 percent stated that this systems dilemma would not cause their firm difficulties.



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—Karyn Evens, Staff Specialist
Amgen, Inc.

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Festive Fairs *Educate Employees*

The Corporate Health Fair Says "We Care"

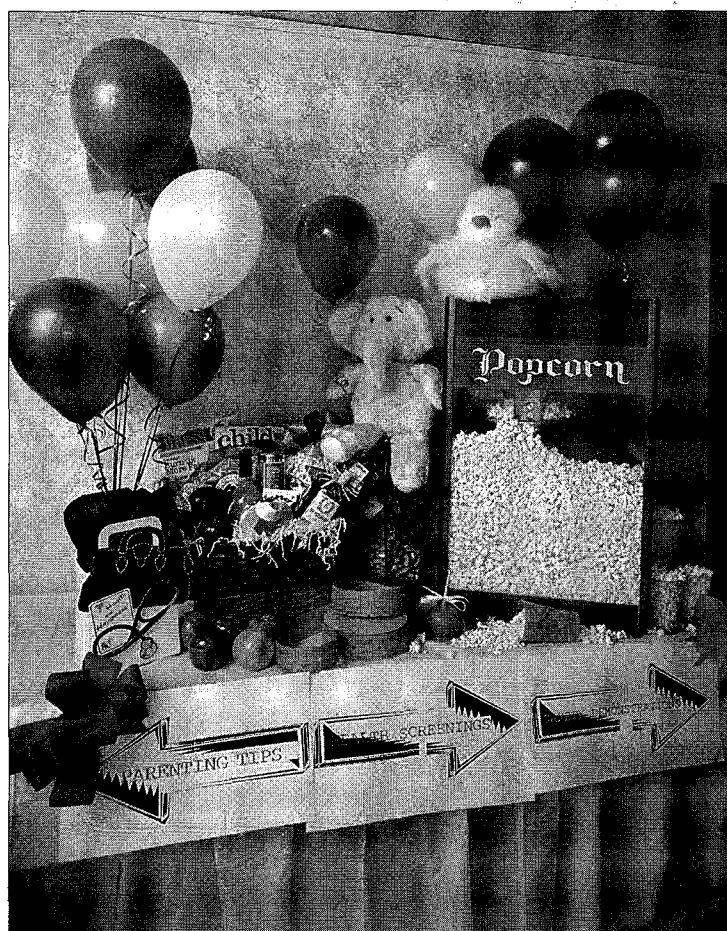
by Sandra Wendel

Health fairs—make 'em fun. Include something for everyone, especially those harder-to-reach employees and their families, and you'll establish a foundation for a sound health promotion program in your company. This article will tell you how to plan your health fair.

The Challenge

It's an age-old challenge, but the real question for health planners is: How do we reach people with life-saving messages about their own health?

"The worksite health fair provides an opportunity for the employer to say, 'I care about the people who work here. I care about their families.'" These words of advice are from Louis W. Sullivan, M.D., president, Morehouse School of Medicine and former secretary of Health and Human Services. He suggests companies use the health fair as a first step—the cornerstone—of a comprehensive health promotion/disease prevention program. "It makes all the sense in the world," says Dr. Sullivan.



Use the fair theme to lure employees to an event that can deliver vital information on issues such as health concerns, safety practices and parenting tips, among other topics.

PLAN—and then follow your plan

Here's a working outline for planning a corporate health fair:

■ **90** days in advance (or more)

Begin planning. Set your goals and objectives. One goal, for example, might be to increase the visibility of the internal health promotion program and staff; another goal might be to motivate employees toward making positive health behavior changes. Develop your budget (if funds are available), assess your external and internal resources, and recruit a representative wellness committee of employees to help pull off the event. Brainstorm for theme and content.

■ **60** days in advance

Set your date and time, select the location (make it convenient, preferably on site), and contact potential providers by mail or phone and invite them to participate. Order materials (such as balloons) and supplies (like food). Delegate these tasks to your committee members.

■ **45** days in advance

Confirm with your providers who will be there to exhibit. These providers might include local visiting nurses to do blood pressure testing, dieticians from a nearby hospital to handle exit counseling on nutrition, or laboratory personnel who might test cholesterol levels. Plan how you and your committee will promote the event to employees.

■ **30** days in advance

Develop and distribute your flyers, post the posters, and send instructions to providers about when and where to set up.

■ **7** days in advance

Double check your lists. Do you have everything and everyone including volunteers lined up and ready to go?

■ **H** Health Fair Day

Set up the night before, if possible. Help providers get situated, set up your registration table, go over last-minute items with volunteers. Open the door. Smile and have fun.

■ **F** Follow-up

Send thank-you notes to providers and volunteers and anyone who donated anything. Prepare a report for management. Follow up with high-risk employees.

What? No Budget!

Budget (or lack of it) can be a challenge, but you may be surprised at what you can do for little or no cost. If you have budgeted to contract with a service to provide a health fair, your work and involvement will be minimal. The costs will vary depending on the services, but do check references by calling other companies that have used the services of a health fair coordinator. Get your expectations in writing.

But if your budget is limited, use your own external and internal resources. Here's how: Call upon your insurance carrier, your employee assistance program, or managed care organization to provide booths. Contact local volunteer health agencies such as the American Lung Association, American Cancer Society, American Heart Association, and local chapters representing diabetes, kidney, eye, arthritis, and other health conditions and alcohol and substance abuse groups, chiropractors, dentists, hospitals, home health care providers, YMCAs, and health clubs. Most of these groups would be pleased to set up a booth and distribute information—absolutely FREE. Ask them to provide door prizes too.

Call upon your internal resources such as the art department for flyers, the human resources group to staff a table and explain employee benefits, the training department to showcase their offerings, employee clubs, and your facility management or safety department for safety belt or fire extinguisher demos. And don't forget your food service. Ask them to serve free samples of healthful foods. Most of these representatives should be active participants on your wellness planning committee anyway. Involve employees in this planning. They'll become your strongest advocates.

The best health fairs have interactive, hands-on booths. Participants need immediate feedback on health issues. Use a variety of giveaways and topics to grab their attention and keep participants moving through the booths. Liven up booths with raffles, contests, or paper-and-pencil quizzes. Nothing could be more boring than a lineup of tables with volunteers simply handing out literature.

Job Fair

by Maria Cottone and Jennifer Dworkin

Applicants... Applicants... And More Applicants. "Job Fairs" are held by companies for two reasons. One reason is to solicit applicants for specific positions (i.e. secretaries, administrative assistants, managers) or just to get a broad range of applicants for your future open positions. Secondly, "Job Fairs" create publicity for a company and encourage applicants to submit their resumes long after the actual Job Fair is over.

Although the words "Job Fair" and "Open House" are used interchangeably, they are quite different in meaning. "Job Fairs" are held to solicit external applicants for open positions; whereas, "Open Houses" are held for internal employees of a company to explore other opportunities within the company.

"Job Fairs" should be setup to promote a welcoming environment for the applicant. You want them to like

the company and feel comfortable. Chairs, pens and clipboards should be available for individuals filling out applications. Long tables should be in the front of the room where recruiters can sit across from applicants. Balloons and company banners are suggested to make the environment festive and nonthreatening to applicants. Company literature should also be on hand so that applicants can take it home or can read up on the latest news of the company as they wait to meet with the next available recruiter. If you don't have company literature, you should compose a sheet with all the basic information about the company.

Advertising is crucial for soliciting candidates to come to a "Job Fair." Newspaper ads should be placed in the "Help Wanted" or "Business Section" of your local paper. Ads placed in Sunday editions tend to be the most effective. Newspaper ads

should be brief and to the point indicating place, time and type of applicant desired. Ads that are too specific will tend to steer people away if they feel they do not meet the exact qualifications. All ads should indicate that the company is an equal opportunity employer, if applicable.

The Human Resources staff is essential to having a successful Job Fair. Make sure enough recruiters are present to screen applicants because these events tend to solicit an overwhelming response, especially during lunch hours and after 5 p.m. A human resources (HR) representative should be present at the door welcoming candidates and handing out applications, pens and clipboards. Another HR representative should be available to collect completed applications and to call applicants up as recruiters become available. Your system should flow smoothly and be organized. Each

applicant should be interviewed for 5-10 minutes. An applicant should spend no longer than one hour at a Job Fair. Extra staff should be available to give recruiters and HR representatives breaks as needed. Security should be considered a must and should be present throughout the entire event.

All applicants that participated in the fair should receive a response from the company. Follow-up is extremely important and represents the company in a positive manner. Postcards that simply thank applicants for participating in the Job Fair are the least expensive and timely to create. Letters and phone calls can be another way to respond to applicants. This may take additional time and be more administrative. Those applicants that are viable candidates should be called and asked to come back for a more formal interview. Applicants... Applicants... And More Applicants.

Marie Cottone is recruiting and employee relations representative and Jennifer Dworkin is senior personnel assistant. Viacom/MTV Networks, New York, New York.

More Than Brochures

"Ask yourself why you are holding a health fair," urges Kathryn Byrnes, M.P.A., former executive director of the Health Fair of the Midlands, who has assisted hundreds of companies and community groups plan and stage health fairs. "If you look at your workforce overall, examine your health insurance claims, and see a pattern of lifestyle-related claims that may be caused by overweight employees, just as an example, then you'll want to emphasize nutrition and exercise

in your health fair. Be sure to include simple but confidential measures of height and weight. Track this information in an aggregate form, and perform the same measures at a health fair a year later," Byrnes urges.

"Meanwhile, supplement your health promotion activities throughout that year with nutritional workshops, healthful choices in your cafeteria, additional exercise options and walking clubs," Byrnes suggests. "Then you can track your progress from year to year, using the health fair as a noninvasive, non-

Everyone's A Winner

by Kimberly Renzi and Beverly Weiss, CESRA

While we're sure you will admit that it is not the easiest thing to get management to pledge dollars to support a fair, why not take this approach: a Safety Fair provides an endless list of topics that address safety—both safety at home, at work and even in travel. Family safety can also be addressed. Watch management perk up when you tell them that an accident that is prevented at home ultimately saves health and disability insurance dollars, not to mention the potential savings in workers' compensation when your employees are educated to prevent accidents at work.

Botsford General Hospital in Farmington Hills, MI shares the elements of their two successful Safety Fairs in this article.

A Safety Fair should have the appearance of any other fair. It should be colorful, interactive and competitive. These elements, when advertised in advance, attract your employees' attention and make them want to participate.

With a small committee, 3-4 months of lead time, and a limited budget, you are ready to begin. One of the key elements of a Safety Fair is to get other departments in your company involved, and involve some of the many community resources that are readily available to you. Your Safety Fair Committee

should consist of a chairperson for each of the following responsibilities:

Recruitment of Booth Sponsors
Publicity/Printing
Door Prizes
Setup

Our Safety Fair Committee decided it was important to have a theme—one that would be used for future Safety Fairs. The theme would be used in publicity and would be imprinted on all give-away items sponsored by the Safety Fair Committee. The Committee chose "Safety—first, last and all-ways" as their theme. This theme is also used in new employee orientation when discussing safety with new employees. (Items left over from the Safety Fair could also be used as hand-outs at other events because the theme that was chosen is not "hospital employee" specific.)

Exhibitors

When you first think about types of booths/topics to include, the first inclination may be to think that you will find it difficult to come up with even six or eight topics. Well, the committee found just the opposite problem—they had so many topics and so many possible sponsors, they had no problem. Just consider the sampling of booths/sponsors that employees and volunteers enjoyed at their Fair:

"Safe Child Care," Botsford's Child Care Center
"Poison Prevention," Botsford's Pharmacy
"Tips for Safe Travel," AAA—American Automobile Association
"Fire Safety," Farmington Hills' Fire Department
"Safe Lifting" and "Proper Posture for Desk Work," TRACC—Botsford's Sports Medicine Facility
"Crime Prevention," Farmington Hills' Police Department
"Emergency Readiness," Community EMS
"Health Services," American Red Cross
"Electrical Safety at Home," Botsford's Maintenance Department
"Electrical Safety at Work," Botsford's Bio-Medical Department
"Safe Equipment Handling," Botsford's Infection Control Department
"Car Seat Safety," Botsford's Community Relations Department

Boating Safety, Bicycling Safety, Safe Fun in the Sun and many other topics can also be included. The Committee will have fun with the endless possibilities.

When asking an agency or company outside of your own organization to participate in your event, it is important to stress that you are asking them to "partner" with you in this effort to promote safety in your employee community. Botsford's Safety Fair Recruitment Chairpersons have been amazed at the enthusiasm demonstrated by those who have been asked to participate.

The hospital's Safety Committee uses their employee newsletters, bulletin boards and computer message system to publicize the event.

An added attraction for participants at any event is the opportunity to get "giveaways" and win prizes. Prizes are donated by local merchants and booth sponsors. When looking for donations of prizes, don't forget to ask some of your Associate Members in your local NESRA chapter for donations. They appreciate you keeping in touch with them. Remember to recognize those who donate prizes, in addition to those who sponsor a booth. The recognition factor is most important, especially if you ask them to support your next event.

Set-Up and Implementation

The Safety Fair is set up with booth-type displays. The tables are all covered and skirted in the colors chosen for the event. Colorful balloon bouquets are the only decorations needed since most of the booths have attractive displays.

Giveaways are always important—and there are so many items available that can be related to safety. Just find a catalog from one of your local ad specialists or NESRA vendor and have fun being creative. This year Botsford used adhesive bandage dispensers, little pocket-sized magnetic phone books (for that emergency call), notepads with the event's artwork (printed in

at This Fair

the hospital's own printshop to keep cost at the price of paper only) and pencils imprinted with the event's theme (remember to sharpen the pencils so they can be used to do the evaluation forms for the door prize drawing). At Botsford's Fair, everyone receives a bag containing the four or five items relating to safety that have been imprinted with the theme for the event.

Door prizes are not just 'given away.' To be eligible for a door prize, each guest at the fair is given an evaluation form and the sharpened "safety fair" pencil. The evaluation is designed so that the guest visits each booth, then evaluates whether or not the information will be helpful to him/her. The completed evaluation is then turned in

and entered in the door prize drawing, accomplishing two things—the entry form for the prizes and providing the Committee with feedback about the event.

Interaction at this event has proven to be educational as well as fun for participants. Management has been supportive of this event because of not only the potential for creating a safer work environment, but for the impact on insurance costs. Additionally, the message to employees is that there is concern for the well-being of the employee and his/her family.

If you are interested in having a safety fair, why not call and network with Kim Renzi or Bev Weiss at Botsford General Hospital (810) 471-8654.

Kimberly Renzi is MESRA's Director of Hospitality and Beverly Weiss, CESRA, is NESRA's President.

threatening event." This type of planning, in the long run, Byrnes observes, gives your health fair a meaning and a purpose far beyond being just a fun day. "You want to impact behavior change, even if it nudges just one person to think about making a lifestyle change," she says.

Strive to include booths that (1) increase awareness, (2) screen for health risks, and (3) demonstrate healthful activities.

Awareness activities should be fun and interactive. For example, invite an office equipment company to bring ergonomically sound chairs, computer keyboards, and back care products, and let participants try them out. A self-defense provider might have a booth with demos on how to use the latest products to prevent violence, such as whistles and mace. A dental booth may have an oversized set of teeth for children to brush (yes, open health fairs to employees and their families).

Screenings at health fairs are to increase awareness not to diagnose a medical problem. Be sensitive to privacy issues. If you provide scales to weigh people, surround them with privacy screens. If you conduct hearing tests, you'll need a quiet room. And if you are asking employees to stick out a finger for a quick-check cholesterol test, provide chairs for participants to sit down—and, again, privacy screens. Keep lines moving and redirect if there is a bottleneck at any particular display or demo.

Demonstrations add life and variety to any health fair. Try to invite providers who will involve participants in activities, such as cooking, massage, yoga, humor, exercise equipment, or body building. And try to schedule demonstrations of martial arts, CPR, or aerobics in open areas so participants waiting in line can be entertained during their wait.

Overcome Barriers

Overcome the barriers to participation. Blue-collar workers may have rigid work schedules. Take the health fair to their actual worksites, like Union Pacific has done. Health fairs were held in the rail shops, not corporate headquarters, with the blessing and participation of supervisors and union leaders.

Bring families together for a healthy day, and plan your health fair around children if you hope to reach dependents too. Be festive!

Parenting Fairs

A parenting fair is a relatively simple concept: Similar to a vendor fair or a health fair, members of community organizations reserve a space in a meeting area to pass out information, answer questions about parenting concerns and make referrals where applicable.


A sample of prospective exhibitors follows:

- Art organizations
- Bookstores
- Boy/Girl Scouts
- Child safety products retailer
- Children's software supplier
- Daycare centers
- Fire Department
- Indoor playgrounds
- Karate/Dance Classes
- Parent support groups
- Parenting class organizations
- Photofinishers
- Police Department
- Sick-children service and night service centers
- State and county parks
- Sporting goods store
- Summer camps
- Toy and game retailers
- The YMCA & YWCA
- Zoological Society

You may also wish to hold Parenting Seminars in conjunction with the fair on topics such as, "Growing into Parenthood," "Strategies for Balancing Work and Family," "Choosing a Bike for Your Child," or "Making Memorable Photo Albums."

Children love music and balloons, stickers and hands-on activities. A clown or two would add to the merriment.

Feed participants. Ask your food service to provide healthful muffins and juice, decaf coffee for morning events; air-popped popcorn and juices for afternoon affairs; and healthy snacks and sugar-free beverages for kids. If you need alternative sources for food, contact local grocers and restaurants for donations.

Should the health fair be held during work time? Yes, if you can arrange it with senior management. You'll boost attendance. But remember, the health fair is not going to change anyone's behavior. It can be used to raise participation in ongoing behavior change programs and should be part of your overall health promotion program. 

FOR MORE HELP:

NESRA Headquarters is pleased to announce it is distributing *Health Fairs for Your Workplace*, published by Wellness Councils of America, a creative sourcebook with checklists and a step-by-step guide to planning your health fair. To order the book, fill out the order form on page 15 of this magazine.

Health writer Sandra Wendel is Director of Communication for Wellness Councils of America, a national nonprofit membership organization headquartered in Omaha, Nebraska, and a clearinghouse for information on corporate health promotion. This article was adapted from the sourcebook Health Fairs for Your Workplace by Fern Carness, Gina Brandenburg, and Sylva Dyorak.

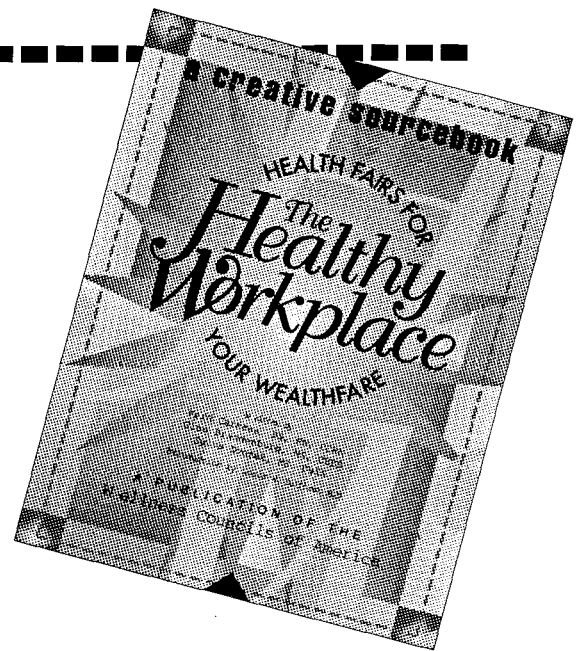
Here's what others say:

This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use-checklists, sample letters and registration forms.

Kerry Juhl
Executive Director
Council of Central Iowa

I have played a major role in successfully coordinating and promoting health fairs for both adults and children. Knowledge that has taken me years to accumulate through hit and miss is now at your fingertips. Health Fairs for Your Wealthfare is not only a great reference book for the beginner, it's a complete guide for the experienced health fair organizer.

Dee Dee Colling
United Autoworkers/
General Motors Bodycare
Health & Wellness Representative



Do you need help with your health fairs?

NESRA is now distributing this great resource that is easy to read and provides the practical information you need with copier-ready forms and checklists.

The Healthy Workplace: Health Fairs for Your Wealthfare, is written by three health professionals who have conducted hundreds of corporate and community health fairs

Yes, I want to order The Healthy Workplace: Health Fairs for Your Wealthfare.

Name _____

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Yes, I am a member of NESRA. Send me # _____ copies @ \$22 per copy.

No, I'm not a NESRA member. Send me # _____ copies @ \$30 per copy.

Plus \$2 for shipping and handling per copy

Mail this order form with your check for Health Fairs for Your Wealthfare to
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2211 York Road,
Suite 207
Oak Brook, IL
60521-2370

Implementing A United

Materials provided by United Way of America

▼
NESRA's
Market
Survey
revealed
NESRA
members
collected an
average of
\$85,700 in
1995.

An efficient and effective way to tell the United Way story is to solicit employees in groups. You reach a wide audience with a consistent message at the same time. Benefits to this approach are: you save your company valuable time; you are ensured that everyone receives the same message; you can wrap-up your campaign faster.

Additional benefits are that you need fewer solicitors, which saves you valuable time in terms of training and solicitation. When solicited as a group rather than one-on-one, your employees feel less pressure to give and are much less likely to feel coerced. In fact, they may feel encouraged to give because they see that their co-workers believe in and actively support United Way. Also, you can schedule meetings to accommodate your company's schedule.

Before the Campaign

■ **Winners have the answers.** Review your organization's giving history — Find out how much was contributed? By how many employees? What was the per capita gift? How many gave by payroll deduction? Payroll deduction gifts are from 8-0 times larger than gifts made through cash or direct bill.

■ **Meet with last year's campaign coordinator.** Read the material that your local United Way prepared for you. Review the suggested guide for giving.

■ **Get your boss and his/her team behind you.** Your CEO's enthusiasm is contagious. Ask him/her to write a letter to each employee urging support for the campaign and

encouraging payroll deduction. Also, when appropriate, a letter from the labor leadership has proven to be effective. Have your CEO select a senior manager to solicit management and professional personnel. Executives should be encouraged to give generously and set an example for other employees. Arrange to solicit all management and professional employees before the company-wide kickoff to set the pace for the rest of the campaign. Have the CEO appoint next year's campaign coordinator to serve as your assistant.

■ **Set a challenging goal based on campaigning to potential.** Be ambitious. Compare last year's performance with this year's potential for employee giving. Set other goals as well as total dollars. Consider percents: using percent payroll deduction, percent of participation, percent increase of total dollars over last year. Strive for increases in all areas. Review goals and potential incentives your company can provide with your CEO.

■ **Get help! Don't try to do it all alone!** Recruit a campaign team that is representative of all the workers in your organization: hourly employees, managers and labor. Include all employees with special talents in accounting and data processing, communications, and those who are respected and well-organized.

■ **Try employee solicitation.** Decide on the best method of approaching fellow employees about their United Way contribution. Two proven ways include: one-on-one and group solicitation. A group meeting helps create enthusiasm for your campaign regardless of which method you choose.

■ **Utilize group solicitation.** During group



Way Campaign

solicitation, employees are brought together in small groups of 20-30 people to hear a presentation. At the end of the meeting, employees are asked to fill out their pledge cards.

■ **Personalize all pledge cards.** Get help from data processing, department heads, and solicitors. Personalized cards enable you to control pledges and make sure that everyone has an opportunity to contribute.

■ **Consider prizes and incentives.** Some companies use prizes, special printed promotions and mugs or gifts for both workers and contributors. Using prizes and incentives adds interest and enthusiasm to the campaign.

■ **Promote and educate.** Agency tours show first-hand where contributions are going as well as who is getting help. Tours take about two hours, depending on agencies visited. Your local United Way can arrange tours to accommodate your employees' schedule. A number of agencies can bring special programs or presentations to your company.

■ **Request agency tours or special programs through your loaned executive or your local United Way campaign staff.** They have support materials, such as brochures, posters, thermometers and graphs, that chart your employees' giving record.

■ **Build your campaign around a central theme.** You can use United Way materials or you can tie your theme to the company slogan or logo.

During the Campaign


■ **Implement your campaign plan.** Schedule a short, intensive campaign. A two-week campaign has proven to be best for everyone. Short campaigns keep enthusiasm high.

■ **Conduct employee rallies.** Show the United Way campaign film to familiarize employees with available services. The film can be the keystone of your rally. United Way speakers add a special touch. Make your request through your loaned executive or local United Way campaign staff.

■ **Conduct follow-up solicitation.** Be sure to contact every employee. Report results to employees. Use special events to keep interest high. Consider a "mid-way report day" with a skit or an afternoon celebration, or a morning break or special luncheon hosted by the boss to honor "special" contributors or leading departments.

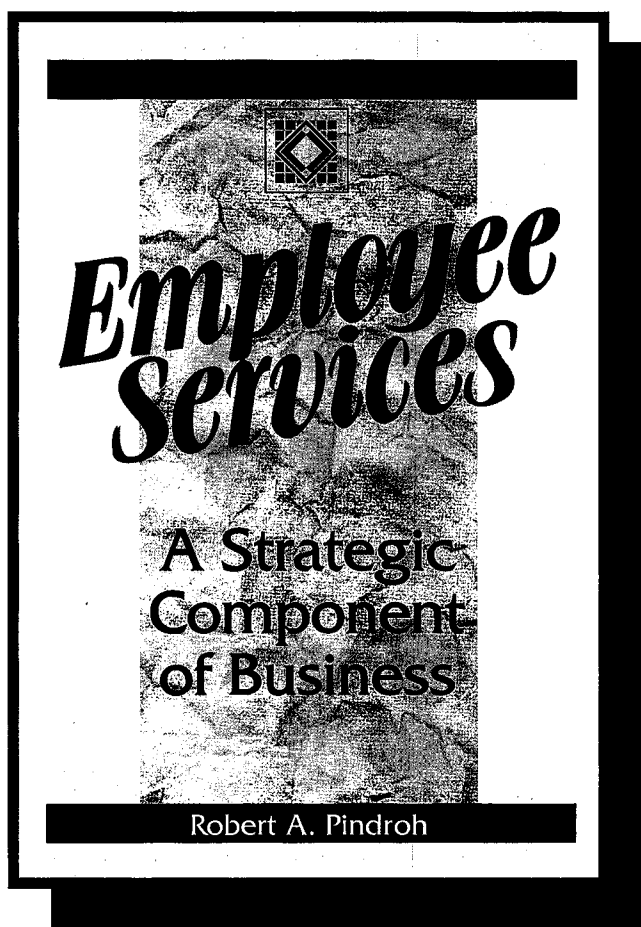
■ **Report your results promptly.** Be sure that all pledge cards are returned and accounted for. Summarize information and turn in your reports and appropriate pledge cards to your local United Way office. Evaluate your campaign results and prepare recommendations for next year's coordinator.

After the Campaign

■ **Report final results to employees and say, "Thank You!"** Report final results to employees through department meetings, company newsletters or posted communication. Recognize and thank members of your campaign team, the solicitors and the contributors. Pat yourself on the back for a job well-done! *You make the difference!* 

New from NESRA's Education and Research Foundation!

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(630) 368-1280

This book illustrates how employee services should be strategically positioned for success today and tomorrow. There is no other book available that can guide an employee services practitioner to success more than this book. Beginners will learn essential ingredients of employee services and advanced practitioners will learn key strategies for aligning your program to the goals of your company.

Loaded with creative examples of programs offered by today's "Employers of Choice," *Employee Services: A Strategic Component of Business* by NESRA Past President Robert A. Pindroh, CESRA, builds momentum as it defines employee services, identifies trends in society, shifts in the workplace and innovations in employee services. Interviews with dozens of employee services practitioners make this book interesting and easy-to-read.

Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

Through this interview, you'll learn more about NESRA, ES&R and

NESRA's **1997 President** *Beverly Weiss, CESRA*

Weiss says the ingredients needed to put together a winning combination for NESRA are: An equal blend of:

- a. Belief in the importance of what we do to enhance the quality of employee life*
- b. Increased networking*
- c. The ability to look ahead and provide for the needs of our membership over the next 3-5 years given the rapid changes in the corporate climate*
- d. Development of new leaders*
- e. A commitment to work hard to make it all happen.*



ESM: *What are your NESRA presidential goals?*

Weiss: I think it is important to help members who are currently only focusing on membership benefits primarily at their chapter level to expand their horizon to get them to think and operate within the bigger picture—at the NESRA national level. By broadening

their horizon, they will ultimately develop new programs and services to enhance their current programs. Communication is the key to helping members expand their NESRA horizon. The Internet promises to do just that for our members.

Identifying and motivating future leaders to carry NESRA into the next century is also high on my list of priorities for 1997. This includes

encouraging and challenging eligible members to obtain their NESRA certification, which supports the professionalism of employee services and recreation.

ESM: *What characteristics can be found in a good leader?*

Weiss: A good leader must never stop learning, must be willing to work hard and must be a team player. I am a firm believer in never asking someone to do something that I am unwilling to do myself.



Kimberly Renzi, (left) human resources assistant, Botsford General Hospital Chief Executive Officer Gerson I. Cooper and Beverly Weiss revel in the pleasure of employees enjoying themselves at Botsford's picnic.

from around the country—resulting in being “tuned in” to the newest trends and ideas in ES&R. Naturally this leads to enhancing our ES&R program at Botsford General Hospital.

Also, serving on the NESRA Board has required me to better prioritize my responsibilities. I have never been good at delegating, but it became readily apparent that keeping everything in balance between my NESRA life, my Botsford life and my family life would really depend on skillful delegation. I believe that I am performing as a better human resources manager because I am effectively delegating (I am even delegating at home!)

ESM: *In what ways has the NESRA network helped you in your job?*

Weiss: Several of our best employee services programs at Botsford are the result of programs others have shared at local Chapter

meetings, at National and Regional Conferences and in articles in *Employee Services Management*. Someone else's program, tweaked with a Botsford flavor, often turns out to be an overwhelmingly successful new program/event for our employees. When we are complimented on how creative we are for a new program we have introduced, I am always proud to give the NESRA network credit for its role in idea sharing.

ESM: *What is your most memorable NESRA experience?*

Weiss: Two experiences share equally: receiving my CESRA and accepting the Chapter Merit Award for our Chapter (Michigan Employee Services and Recreation Association)—Both are special recognition for a lot of hard work—the first as a personal accomplishment and the second as a tribute to a special group of fellow Chapter Board Members who deserved recognition for their spirit of volunteerism to further ES&R programs in Michigan.

ESM: *You've attended many national and regional conferences. What does an experienced member like you gain from these conferences? On the other hand, what can a novice expect to learn?*

Weiss: All year long we commit our energies to enhancing our employees' quality of life. Attending a national or regional conference sort of reverses that role for me. I look to NESRA to re-energize me, thus enhancing my quality of life through enriching me with new ideas, injecting me with a dose of motivation and introducing me to new friends while I'm reminiscing with old friends. The same benefits probably hold true for someone attending their first conference too.

ESM: *Who introduced you to NESRA?*

Weiss: One day in 1983, after sharing with some co-workers over lunch that I had a dream of implementing an ES&R Program at Botsford, one of my lunch partners called to share information she had seen in a local newspaper. The article was about a new Chapter of NESRA. Soon after, she and I went to a meeting to see if we could benefit from

membership. Now, 13 years later, I can say going to that meeting proved more than a benefit—it changed my life.

ESM: *What perception do you think corporations have concerning employee services and recreation? Does this image need to be changed? If so, in what way?*

Weiss: The perception depends on the corporation and the importance they place on their employees' satisfaction at the workplace and the overall employee morale. At Botsford General Hospital, an extremely high regard for making Botsford a special place to work prevails. In that respect our ES&R Program plays a very valuable role. Regrettably, I do not think the majority of corporations share the same viewpoint and oftentimes ES&R is viewed as a nonessential function.

Recently, many studies have shown work-family issues to rank very high with employees, which supports the need for a strong ES&R Program. NESRA's most recent publication, *Employee Services: A Strategic Component of Business*, authored by Bob Pindroh, is an important tool to enable us to help our corporations recognize the importance of what we do.

ESM: *How can ES&R Managers solidify their department's position within their company?*

Weiss: Every ES&R Manager should get and read Bob Pindroh's book that I referenced earlier in this interview. It contains many helpful suggestions for proving or re-enforcing the worth of ES&R to top management. I think it is also helpful to partner your ES&R program with community service programs, i.e., Blood Drives, Food Collection programs, United Way Campaigns, disaster relief efforts, etc. It is important to market your company through community service while providing recognition for your ES&R function.

ESM: *As a multi-hatter, please describe your job and its responsibilities, including who you report to and the size of your staff.*

Weiss: I have three major areas of management responsibility: Compensation (employee wage and salary structures), Employee Benefits (includes our flexible benefit program and our

pension program), and our Employee Services Program. It's pretty much an equal split, but each area has certain times of the year when the demands are greater in one area than the other two areas. I report to our director of human resources and have secretarial support, three full-time staff in our Benefit Office, a compensation coordinator who also provides pension support, one employee devoted to our employee services program and we receive endless support from our human resources reception staff for ticket sales, event reservations, etc. Four or five days a week we have regular volunteers at the hospital who are assigned to human resources and they provide countless hours of help for all of our programs. When we hold an employee event, we utilize many of the hospital volunteers who enjoy helping at our children's parties, special sales, etc.



Weiss enjoys a break during a Board Meeting with fellow Board Member Tala Howard Reynolds, CESRA, at a member's facility.

ESM: *What challenges were you faced with and how did you overcome them?*

Weiss: Getting involved in employee services and serving on both a Chapter and the National Board of Directors requires a lot of time over and above the normal work day. My involvement began when I still had three young daughters at home and my husband worked the afternoon shift. It soon became apparent that I could prevent my family from resenting the extra pressures on my time by involving them in my extra activities. Many of our activities and children's parties required decorating,

"It is important to market your company through community service while providing recognition for your ES&R function."



The Kids Clothes Klose is one program Weiss is known for at Botsford. Even the dads get in on checking sizes and prices to locate real bargains at this clothing sale.



Weiss combines the talents of her employees and outside crafters to create a Holiday Craft Fair that appeals to her employees.

wrapping 300 gifts from Santa, labeling invitations, etc. I would recruit my kids as "volunteers," then reward them with a night at the mall or the movies. Because my husband works at Botsford also, he was always around to lend a much appreciated hand with our events. The whole family developed an understanding of my love for what I do at Botsford, rather than resenting my commitment to employee services.

As a result of involving our daughters in our Botsford life, our 25-year-old has just completed 10 years of employment at Botsford, our 19-year-old has volunteered at our Child Care Center for two summers and

has worked there for two summers while in college and our 17-year-old has also volunteered in our Child Care Center during the summer. This particular "work/family" issue has had a happy ending for our family.

ESM: *As the cliché states, "Hindsight is 20/20," what have you learned?*

Weiss: When in doubt about something—ask! Usually you can find someone who has "been there, done that," and you can learn from their experience. The NESRA Network is especially helpful in this respect. And if it is an issue unrelated to ES&R, usually the NESRA member will refer you to someone in their company who can lend assistance/advice.

ESM: *What has contributed to your personal happiness?*

Weiss: I think a combination of our close-knit family which includes my parents and sister (who have always encouraged me to accept new challenges), my husband of 32 years (who always helps me with those new challenges), our three daughters (who often present me with those new challenges), combined with my strong faith and the pleasure I derive from my many friends at Botsford—they all make up the formula that makes me happy with where I'm at with my life. I'm very lucky!

ESM: *How do you relieve stress?*

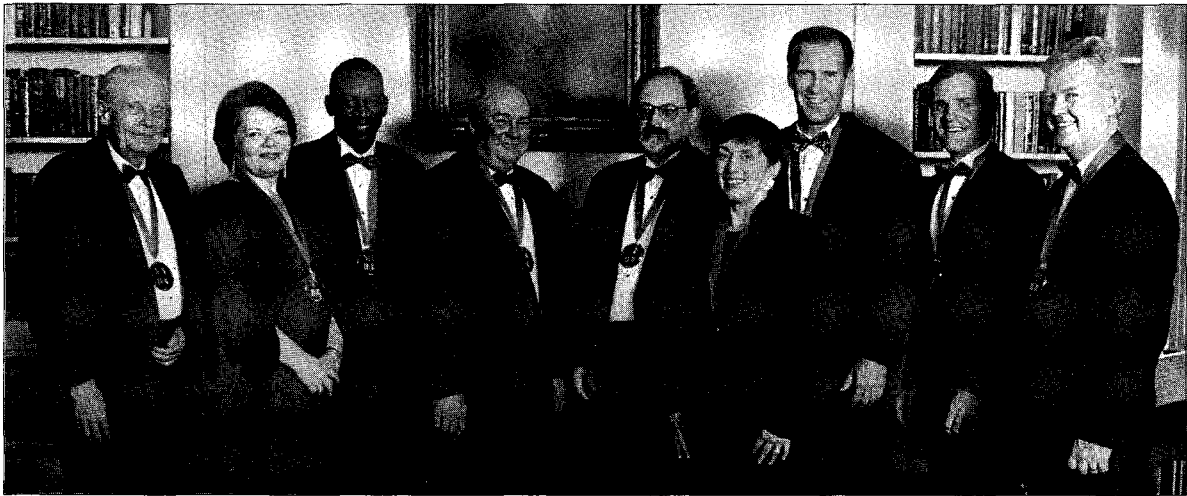
Weiss: I love to escape with a good book. Even more therapeutic for me is sewing. I spend 15-20 hours each week making crafts. Occasionally I take it one step further and sew for one of my daughters—the most recent challenge was a prom dress (no stress relieved with this project, however!). And best of all, my husband and I take a vacation (we'll go anywhere and can pack in 15 minutes or less!)

ESM: *What goals do you have for yourself?*

Weiss: Short-term goal: to give NESRA the best I have to give in 1997. On a more long-range basis, I plan to continue to develop new employee services programs for our Botsford Family, to enhance my "very elementary" computer skills and to show my love and appreciation to my family for helping me do what I do.



National Academy of Human Resources Installs 1996 Class



The National Academy of Human Resources' 1996 class of Fellows: Pictured from left to right are: Alan K. "Scotty" Campbell, Anne E. Hayden, Coleman Peterson, R. Wayne Anderson, George T. Milkovich, Diane M. Capstaff, Michael W. Walters, Thomas E. Helfrich, and William J. Conaty.


NESRA 1997 President Beverly Weiss, CESRA, and NESRA Executive Director Patrick Stinson were among more than 250 human resources leaders who gathered at The Yale Club of New York City on November 7, 1996 to honor their colleagues of the National Academy of Human Resources (NAHR), formed to recognize outstanding achievement in the human resources profession. The Academy installed its 1996 class of Fellows during a formal dinner ceremony. The Committee based its selection on the individuals' overall achievements and contributions to the profession.

The 1996 NAHR Fellows are:

- R. Wayne Anderson, senior vice president, human resources, Amoco Corporation
- Alan K. (Scotty) Campbell, retired vice chairman, ARAMARK Corporation
- Diane M. Capstaff, executive vice president, corporate operations, John Hancock Financial Services
- William J. Conaty, senior vice president,

corporate human resources, General Electric Company

- Anne E. Hayden, senior vice president, human resources, Metropolitan Life Insurance Company
- Thomas E. Helfrich, executive vice president and head of human resources, KeyCorp
- George T. Milkovich, M.P. Catherwood Professor, human resource management department, Industrial and Labor Relations School, Cornell University
- Coleman Peterson, senior vice president, people division, Wal-Mart Stores, Inc.
- Michael W. Walters, vice president, human resources division, The Coca-Cola Company.

For the 1996 induction ceremony, NAHR has broadened its scope of recognition and will honor—for the first time—three groups that have made significant contributions to the human resources community. Earning the distinction of an "Honored Institution" is Cornell University School of Industrial and Labor Relations. "Honored Organizations" are the College and University Personnel Association and Industrial Relations Counselors, Inc. 



NESRA'S 56th ANNUAL CONFERENCE & EXHIBIT

April 2-6, 1997
The Palmer House Hilton
Chicago, IL

Conference Agenda

Wednesday

9:00 a.m. - 8:00 p.m.
Registration
10:00 a.m. - Noon
Foundation Board of
Trustees Meeting
Noon - 1:00 p.m.
Regional Director's
Orientation Lunch
1:00 - 3:00 p.m.
Regional Council
Meetings
3:15 - 4:30 p.m.
Project Team Meetings

4:45 - 6:00 p.m.
New Delegate Attendees
(Only) Session
**The Importance of
NESRA and the Power
of Networking**
6:00 - 7:00 p.m.
Employee Store Section
Reception (Section
Members Only)
Dinner On Your Own
8:00 - 11:00 p.m.
Get Acquainted Reception for All Attendees

Thursday

7:30 a.m. - 5:00 p.m.
Registration
7:30 - 8:00 a.m.
Session Chair Meeting
8:00 - 9:00 a.m.
■ Regional Breakfasts
for Delegates Only
■ Exhibitors Orientation
Breakfast
■ Spouse Continental
Breakfast
9:00 a.m. - 2:00 p.m.
Spouse Tour
From The Pits
To The Tips

9:30 - 11:00 a.m.
Opening Session
**The Challenge of
Change**
11:30 a.m. - 12:45 p.m.
Certification Luncheon
(CESRA/CESRL/RVESRAs Only)

Lunch on your own

1:00 - 4:00 p.m.
Workshops
1. Chapter Leader
Forum
—Chapter Session
2. Strategic Leadership
Forum
(CESRA/CESRL/
RVESRAs Only)
3. Employee Services
Skills Sharpener
(It's Tool Time)
4. Cutting Edge
Strategies For
Employee Stores
—Employee Store
Session

4:15 - 6:30 p.m.
**Exhibit Hall Grand
Opening**

6:30 - 7:30 p.m.
Chapter President's &
Administrator's Reception/Meeting
Evening on your own

Friday

7:00 - 7:30 a.m.
Exercise Session
7:30 a.m. - 5:00 p.m.
Registration
8:00 - 9:00 a.m.
Spouse Cont'l. Breakfast

8:30 - 9:30 a.m.
General Session
Human Resources
Transformation

10:00 - 11:00 a.m.
Concurrent Sessions
1. Racing For New Ideas
2. The New Resume For
The New Millennium
3. Downsizing—What
Went Wrong?
4. The Business of
Teams
5. Creating a Successful
Employee Store
Catalog Program
—Employee Store
Session
6. Is Your Chapter
Liable?
—Chapter Session

11:30 a.m. - 1:30 p.m.
**Member Appreciation
Luncheon**
Awards Presented

1:30 - 3:30 p.m.
Exhibit Hall Open
Dessert Served
Sponsored by Employee
Printing Services

4:00 - 5:00 p.m.
Concurrent Sessions
1. Reaching Beyond The
NESRA Member
2. Satellite Learning
Centers: Benefits of
Establishing a
Worksite School
3. Success as a Habit:
Producing Value
Through Service
4. HealthWorks Boot
Camp—Fitness/Health
Session
5. Employee Stores: The
Employee Benefit Of
The Next Century
—Employee Store
Session
Evening On The Town

Saturday

7:00 - 7:30 a.m.
Exercise Session
8:00 a.m. - 3:00 p.m.
Registration

8:30 - 9:30 a.m.
General Session
**If It Is To Be, It Is
Up To Me**

10:00 - 11:00 a.m.
Concurrent Sessions
1. Browsing The World
With NESRA
2. Communication
Renovation
3. Turning Employees
Into Travelers
4. Eldercare: Managing
Employee Issues
5. The Future of
Corporate Fitness
—Fitness/Health
Session

11:45 a.m. - 2:00 p.m.
Exhibit Hall Grand Finale
Lunch Served

2:30 - 3:30 p.m.
Concurrent Sessions
1. Recreation 2000
2. Parenting Education
For Busy People
3. Focus With Power
4. Employee Store
Roundtables
—Employee Store
Session

2:30 - 4:30 p.m.
Board of Directors
Meeting

7:00 - 7:30 p.m.
Reception

7:30 - 11:30 p.m.
A Taste of Chicago
Then and Now
Theme Party
Sponsored by The
Meetinghouse
Companies, Inc.

Sunday

7:00 - 8:00 a.m.
Meditation Session

8:30 - 9:30 a.m.
General Session
**Building The Future You
Have Always Dreamed
About**

10:00 a.m. - Noon
Closing Brunch

NESRA's

56th Annual Conference and Exhibit

The Palmer House Hilton Hotel, Chicago, Illinois

April 2-6, 1997

Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status: _____ CESRA _____ RVESRA _____

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Does your company have an employee store? _____ Yes _____ No

Fax _____ Is this your first National Conference? _____ Yes _____ No

Expected date of Arrival _____ Departure _____

Check the session you plan to attend Thursday, April 3, 1997 from 1-4 p.m.

() Employee Services () Chapter Leader Forum () Cutting Edge Strategies () Strategic Leadership Forum
 Skill Sharpeners for Employee Stores (CESRAs/CESRLs & RVESRAs only)

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED

REGISTRATION FEES: Please circle amount enclosed.

	Prior to <u>3/2/97</u>	After <u>3/2/97</u>
Delegate-NESRA Member	\$440	\$470
Non-Member Delegate	880	910
Spouse	215	215
Student	95	95
Retiree	75	75

() Please check if you have disabilities and require special services. Attach a description of your needs.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/97. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Palmer House Hilton. We cannot guarantee room availability after 3/2/97. NESRA Conference room rate at The Palmer House Hilton Hotel is \$114 per night (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (800) HILTON or (312) 726-7500 X5975. Be sure to state you are part of the NESRA Conference.

1	2	3	4	5
FOR OFFICE USE ONLY				

Using Cutting Edge Retail Trends in Employee Stores

by George Whalin

The world of retailing is changing at breakneck speed. These changes are driven by busy people who have too little time to shop, consumers who have new economic priorities, as well as the fact that too many stores are selling the same merchandise. All this is having a profound impact on when, where and how merchandise is sold.

In the middle of these changes, the nation's best run, most successful specialty retailers are using cutting-edge strategies and business concepts to better serve their customers and stay ahead of the competition. Here are four proven strategies that you, too, can use to better serve your customers and make your employee store more successful.

#1 Keep Merchandise Assortments Fresh, New and Exciting

While fashion-oriented department and apparel stores have long been in the forefront of changing their merchandise assortments as the seasons change, today that is no longer enough. In some merchandise categories retailers are changing their merchandise offerings as frequently as 6-8 times during the year. And in some stores it's even more often.

If customers come into the store frequently and see the same old merchandise, they may wait longer to come back the next time. Or worse, they may not come back at all.

Employee stores selling company logoed merchandise can use this tool to do more business as well. While you may always stock logoed sweatshirts in basic colors, the key to driving more sales is to continuously offer a range of new styles, designs and colors. If customers know they will find something completely new and different along with the customary assortment of basic merchandise, they will come back more often.

Since logoed merchandise has become such a big business, there are literally thousands of sources for different kinds of merchandise that might lend themselves to being logoed for your employee store. Search out new resources and look for unique items that you can bring into the store and sell quickly.

For hard goods and technology-related merchandise, the challenge is a little more difficult, but no less important. Again, with the exception of basic merchandise, look for new, unique items you can offer to your customers that will sell through quickly.

Offering the freshest, newest merchandise is essential in every category. It's one sure way to keep customers coming back again and again.

#2 Re-merchandise the Store Frequently

Most Gap stores are re-merchandised every four weeks and, in higher volume stores, as often as every two or three weeks. And the Gap is not alone when it comes to frequently changing merchandise positioning, displays and the layout of its stores.

Re-merchandising the entire store or areas within the store has become an important tool for retailers in virtually every merchandise specialty. This constant changing of the way the store looks and feels is an important strategy that keeps the store fresh and interesting.

In many of the nation's best department and specialty stores, merchandisers walk the floor daily looking for better ways to get the customer to stop, look and buy. They are con-

stantly monitoring the displays watching for merchandise that's sold out and looking for ways to put new merchandise in prominent positions to attract customer attention.

While it may not be practical for you to continually offer new merchandise in your employee store, frequently re-merchandising the store is one of the very best ways to make your store fresh, more exciting, interesting and attractive to your customers.

Your re-merchandising efforts can include creating eye-catching, attention-grabbing displays. Some of the most effective retail displays I've seen feature unusual props or are built around special events or themes.

One apparel retailer uses an old Volkswagen convertible that's been painted an eye-catching color as a fixture. The seat and hood have been removed and merchandise is displayed in and around the car. Another merchant builds displays in and around a small boat. Others use teddy bears, potted plants, antique furniture and just about any other kind of prop you can imagine to create attractive, interesting displays that show off the merchandise and grab the customer's attention.

Holidays, community events and even special events within the company all provide great opportunities for you to create unique, eye-catching displays.

#3 Hold Frequent Special Events and Promotions that Last One or Two Days

An important part of successful retailing in the 1990s is giving special events immediacy. For many people time has become the most valuable commodity, so merchants must make special events really special. One way to do that is to hold promotions offering pricing that is good only during the event. Another is to offer merchandise that has been brought in specially for the event.

Nordstrom, the world-famous Seattle-based department store chain, only holds a couple of storewide sales events each year. Rather than mark down unsold merchandise, most of the merchandise offered at special prices has been brought in for the event. And anything that's left over is then sent to the company's own outlet stores.

While you may be unable to bring merchandise in on the same scale as a large department store chain, bringing in special

merchandise even in limited quantities for sales events is a great way to create excitement in your employee store. Keep in mind, offering a limited quantity accomplishes two goals. One, it makes the merchandise more appealing to your customers, and two, it helps assure you sell out quickly so there isn't a lot of merchandise left over after the event.

#4 Offer Custom-Tailored Merchandise Assortments for Specific Groups of Customers

Over the past 10 years some of the fastest growing retail companies have been those focusing on narrow consumer segments. At the same time, some of the nation's biggest and best retailers have found ways to serve smaller groups of consumers within their larger retail concept. Offering a specialized merchandise assortment that may be unavailable or too costly elsewhere is a great way to build a base of loyal customers.

Many of your customers are able to visit your store more frequently than other stores. You have a unique opportunity to provide them with merchandise in one of the most convenient places of all—the workplace.

For example, an employee store serving the needs of a large corporation may find it useful to offer a selection of specialized books and magazines that might appeal to a limited number of employees. They might also offer a completely different selection of books and magazines that would appeal to a different group of employees.

The key here is to know as much as possible about your customers and how you can better serve their wants, needs and expectations. The best way to do this is with some low-cost research. By asking questions, conducting surveys and paying attention to what your customers request when they come into the store, you can tailor your merchandise assortment to specific customer groups. (Note: Take a look at your hobby groups or special interest clubs and ask if there are products they would like you to supply.) This same research will provide you with information you can use to serve the wants, needs and expectations of your entire customer base.

Be creative. Try adapting all or some of these concepts and strategies in your employee store—you'll better serve your customers and sell more merchandise.

George Whalin is the president of Retail Management Consultants, a San Marcos, California-based consulting firm, offering sales, merchandising, and marketing services to specialty retailers and consumer products manufacturers. He can be reached at (619) 471-0207. This article is just a sample of the information he will cover at his 3-hour workshop for employee store managers, "Cutting-Edge Retail Trends to Use in Employee Stores" at NESRA's 56th Annual Conference and Exhibit, April 2-6, 1997 at the Palmer House Hilton, Chicago, IL. To see what else is available for employee store managers, look at the Conference Agenda on page 24.

Plenty Of Themes Can Make

If you are looking to add pizzazz to your health programming schedule, we've got just what you need. The 1997 Calendar of Health Observances & Recognition Days has been released by the American Society for Health Care Marketing and Public Relations. It includes dozens of special days and weeks that have been designated with a special theme.

of Health Observances

▼ National Calendar

January

National Eye Care Month

OPTIC Foundation
P.O. Box 429098
San Francisco, CA 94142-9098
(415) 561-8500
(415) 561-8567 FAX

March of Dimes Birth Defects Prevention Month

March of Dimes Birth Defects Foundation
1275 Mamaroneck Ave.
White Plains, NY 10605
(914) 997-4493

National Volunteer Blood Donor Month

American Association of Blood Banks
8101 Glenbrook Rd.
Bethesda, MD 20814-2749
(301) 907-6977
(301) 907-6895 FAX
E-Mail: Christine@aabb.org

Diet Resolution Week (1-7)

Vegetarian Awareness Network/
VEGANET
P.O. Box 321
Knoxville, TN 37901
(800) 548-DIET (3438)

Healthy Weight Week (19-25)

Healthy Weight Journal
402 S. 14th St.
Hettinger, ND 58639
(701) 567-2646
(701) 567-2602 FAX

National Glaucoma Awareness Week (19-25)

Prevent Blindness America®
500 E. Remington Rd.
Schaumburg, IL 60173
(800) 331-2020

February

American Heart Month

American Heart Association
7272 Greenville Ave.
Dallas, TX 75231
(800) AHA-USA1
Internet: <http://www.amhrt.org>

National Children's Dental Health Month

American Dental Association
211 E. Chicago Ave.
Chicago, IL 60611
(800) 947-4746

Wise Health Consumer Month

American Institute for Preventive Medicine
30445 Northwestern Hwy., Ste. 350
Farmington Hills, MI 48334
(810) 539-1800
(810) 539-1808 FAX

National Burn Awareness Week (2-8)

Shriners Burn Institute
3229 Burnet Ave.
Cincinnati, OH 45229

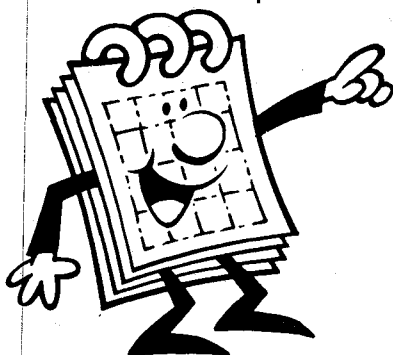
Safer Sex Programming for Valentine's Day (8-14)

BACCHUS and GAMMA Peer Education Network
P.O. Box 100430
Denver, CO 80250-1430
(303) 871-3068
(303) 871-2013 FAX
E-Mail: BACGAM@aol.com
Internet: <http://www.linkmag.com/bacchus>

March

Cataract Awareness Month

Prevent Blindness America®
500 East Remington Rd.
Schaumburg, IL 60173
(800) 331-2020



Programming Fun

You can plan your program around some of these observances and interweave their themes in your exercise classes, educational materials, promotional materials, music choices and other elements to generate more interest for the program. Some NESRA Members use these themes when coordinating their Health Fairs as mentioned in this month's article about health fairs on page 9. You can also make your theme programming as simple or as complex as you like. For example, while you may not wish to

do several activities on a particular theme, you may simply announce the theme, such as American Heart Month and provide information about heart-healthy eating in your newsletter or in a handout in your cafeteria. Sometimes, it's an opportunity for employees to become aware of something new, such as chronic fatigue syndrome.

You'll find a list below of observances and the sponsoring organizations. Contact these organizations for information about the observance and to request information about the particular topic.

National Chronic Fatigue Syndrome Awareness Month

National Chronic Fatigue Syndrome and Fibromyalgia Association
P.O. Box 18426
Kansas City, MO 64133

National Kidney Month

National Kidney Foundation, Inc.
30 E. 33rd St.
New York, NY 10016
(800) 622-9010

Mental Retardation Awareness Month

The Arc
P.O. Box 1047
Arlington, TX 76004
(817) 261-6003, ext. 111

National Nutrition Month®

American Dietetic Association
216 W. Jackson Blvd.
Chicago, IL 60606-6995
(312) 899-0040 ext. 4759
(312) 899-1739 FAX

Save Your Vision Week (2-8)

American Optometric Association
243 N. Lindbergh Blvd.
St. Louis, MO 63141
(314) 991-4100

C. Everett Koop Health Advocate Award (3)

March 3rd—
Deadline for Nominations
Society Staff
(312) 422-3737
(312) 422-3888 FAX

Children and HealthcareWeek™ (16-22)

Association for the Care of
Children's Health
7910 Woodmont Ave., Ste. 300
Bethesda, MD 20814
(301) 654-6549

National Poison Prevention Week (16-22)

Poison Prevention Week Council
P.O. Box 1543
Washington, DC 20013

Brain Awareness Week (17-23)

Information Clearinghouse
Dana Alliance for Brain Initiatives
(301) 657-9197
(301) 907-0990 FAX
E-Mail: fharper@danany.dana.org

American Diabetes Association: Sound the Alert (25)

American Diabetes Association
National Center
1660 Duke St.
Alexandria, VA 22314
(800) 232-3472 ext. 408 or 303
(703) 549-1500 ext. 5506
(703) 549-6294 FAX

April

National Alcohol Awareness Month

Public Information Office
Nat'l. Council on Alcoholism and
Drug Dependence, Inc.
12 W. 21st St.
New York, NY 10010
(212) 206-6770

Child Abuse Prevention Month

National Committee to Prevent Child Abuse
332 S. Michigan Ave., Ste. 1600
Chicago, IL 60604
(312) 663-3520

National Humor Month

The Carmel Institute of Humor
25470 Canada Dr.
Carmel, CA 93923
(408) 624-3058

National Occupational Therapy Month

American Occupational Therapy Association
4720 Montgomery Ln.
Bethesda, MD 20814-3425
(301) 652-2682

Sports Eye Safety Month

Prevent Blindness America®
500 E. Remington Rd.
Schaumburg, IL 60173
(800) 331-2020

World Health Day (7)

American Association for World Health
1825 K St., N.W., Ste. 1208
Washington, DC 20006
(202) 466-5883
(202) 466-5897 FAX

of Health Observances

National Calendar

Public Health Week (7-13)

Association of State and Territorial Health Officials (ASTHO)
415 Second St., N.E.
Washington, DC 20002
(202) 546-5400;
American Public Health Association
1015 15th St., N.W.
Washington, DC 20005
(202) 789-5600
(202) 789-5681 FAX
National Association of County and City Health Officials (NACCHO)
440 First St., N.W.
Washington, DC 20001
(202) 783-5550

Pride in Food Service Week (10-14)

Dietary Managers Association
One Pierce Pl., #1220W
Itasca, IL 60143
(708) 775-9200
(708) 775-9250

YMCA Healthy Kids Day (12)

Your Local YMCA

National Volunteer Week (13-19)

The Points of Light Foundation
1737 H St., N.W.
Washington, DC 20006
(202) 223-9186 ext. 146
(202) 223-9256 FAX

National Building Safety Week (14-18)

The National Conference of States on Building Codes and Standards
505 Huntmar Park Dr., Ste. 210
Herndon, VA 22070
(703) 437-0100
(703) 481-3596 FAX

May**Allergy and Asthma Awareness Month**

Allergy and Asthma Network/
Mothers of Asthmatics, Inc.
3554 Chain Bridge Rd., Ste. 200
Fairfax, VA 22030
(800) 878-4403

National Arthritis Month

Arthritis Foundation
1330 W. Peachtree St.
Atlanta, GA 30309
(404) 872-7100 ext. 6319

Better Hearing and Speech Month

Council for Better Hearing and Speech Month (AAO-HNS)
1 Prince St.
Alexandria, VA 22314
(703) 836-4444
(703) 519-1587 FAX

Better Sleep Month

Better Sleep Council
333 Commerce St.
Alexandria, VA 22314
(703) 683-8371

Correct Posture Month

American Chiropractic Association
1701 Clarendon Blvd.
Arlington, VA 22209
(800) 986-4636
(703) 243-2593 FAX

National High Blood Pressure Month

The National Heart, Lung and Blood Institute
Information Center
P.O. Box 30105
Bethesda, MD 20824-0105
(301) 251-1222

Older Americans Month

U.S. Administration on Aging
200 Independence Ave., S.W.
Washington, DC 20201
(202) 401-4541

National Osteoporosis Prevention Week (11-17)

National Osteoporosis Foundation
1150 17th St., N.W., Ste. 500
Washington, DC 20036
(202) 223-2226

National Running and Fitness Week (11-17)

American Running and Fitness Association
4405 E. West Hwy., Ste. 405
Bethesda, MD 20814
(800) 776-ARFA
(301) 913-9517
(301) 913-9520 FAX
E-Mail: arfa4405@aol.com

National Employee Health and Fitness Day (21st)

Nat'l Assoc. of Governor's Councils of Physical Fitness & Sports
Pan American Plaza
201 S. Capitol Ave., #560
Indianapolis, IN 46225
(317) 237-5630
(317) 237-5632 FAX

June**National Safety Month**

American Society of Safety Engineers
1800 E. Oakton
Des Plaines, IL 60018-2187
(847) 699-2929

National Headache Awareness Week (1-7)

National Headache Foundation
428 W. St. James Pl., 2nd Flr.
Chicago, IL 60614-2750
(312) 388-6395
(312) 525-7357 FAX

July**Lead Poison Control Week (20-26)**

Newark Beth Israel Medical Center
Dept. of Public Relations
201 Lyons Ave.
Newark, NJ 07112
(201) 926-7175

August**UNICEF Greeting Cards Save Lives**

To receive a Fall/Winter or Holiday Greeting Card Catalog call (800) FOR-KIDS

"Stars Across America!" Jerry Lewis MDA Labor Day Telethon

For information on how to volunteer, call your local MDA office or call (800) 572-1717

September

National Cholesterol Education Month

The National Heart, Lung and Blood Institute
Information Center
P.O. Box 30105
Bethesda, MD 20824-0105
(301) 251-1222
(301) 251-1223 FAX

National Healthcare Month

California Assoc. of Hospitals and Health Systems
Distribution Center
P.O. Box 340100
Sacramento, CA 95834-0100
(916) 641-9670
(916) 646-6517 FAX

Healthy Aging™ Month

Educational Television Network, Inc.
P.O. Box 7536
Wilton, CT 06897
(203) 834-9888
(203) 762-0207 FAX

5-A-Day for Better Health Week (7-13)

Prevention and Control Extramural Research Branch
National Cancer Institute
Executive Plaza N., Ste. 330
6130 Executive Blvd., MSC 7346
Bethesda, MD 20892-8520
(301) 496-8520
(301) 402-0816 FAX

Family Health and Fitness Day—USA (28)

Health Information Resource Center
621 E. Park Ave.
Libertyville, IL 60048
(800) 828-8225
(847) 816-8662

October

National Brain Injury Awareness Month

Brain Injury Association
1776 Massachusetts Ave., N.W., Ste. 100
Washington, DC 20036
(202) 296-6443
(202) 296-8850 FAX

National Breast Cancer Awareness Month

c/o Foresight Communications
P. O. Box 3156
Chicago, IL 60654-3156

National Dental Hygiene Month

American Dental Hygienists Association
444 N. Michigan Ave., Ste. 3400
Chicago, IL 60611

National Family Health Month

American Academy of Family Physicians
(800) 274-2237 ext. 4234

Healthy Lung Month

Your local Lung Association or
(800)/LUNGUSA

Liver Awareness Month

American Liver Foundation
1425 Pompton Ave.
Cedar Grove, NJ 07009
(800) 223-0179
(800) GO-LIVER
(201) 256-2550

March of Dimes Campaign for Healthier Babies Month

March of Dimes Birth Defects Foundation
1275 Mamaroneck Ave.
White Plains, NY 10605
(914) 997-4493

National Physical Therapy Month

American Physical Therapy Association
1111 N. Fairfax St.
Alexandria, VA 22314
(703) 706-3218

Talk About Prescriptions Month

"Talk About Prescriptions" Month
666 Eleventh St., N.W., Ste. 810
Washington, DC 20001

National Fire Prevention Week (5-11)

Public Affairs Division
National Fire Protection Association
Batterymarch Park
Quincy, MA 02269-9101
(617) 984-7270

National Adult Immunization Awareness Week (12-18)

National Coalition for Adult Immunization
4733 Bethesda Ave., Ste. 750
Bethesda, MD 20814-5228
(301) 656-0003
(301) 907-0878 FAX
E-Mail: adultimm@aol.com

National Mammography Day (19)

American Cancer Society
(800) ACS-2345
Y-ME (800) 221-2141 or
The Susan G. Komen Breast Cancer Foundation
(800) IM AWARE

November

National Alzheimer's Disease Month

Media Relations Dept., Alzheimer's Association
919 N. Michigan Ave., 10th Flr.
Chicago, IL 60611
(312) 335-5700
(312) 335-1110 FAX

Diabetic Eye Disease Awareness Month

Prevent Blindness America®
500 E. Remington Rd.
Schaumburg, IL 60173
(800) 331-2020

National Diabetes Month

American Diabetes Association
1660 Duke St.
Alexandria, VA 22314
(703) 549-1500, ext. 2408

Great American Smokeout (20)

American Cancer Society
(800) ACS-2345

National Family Week (23-29)

Family Service America
11700 W. Lake Park Dr.
Milwaukee, WI 53224
(414) 359-1040
(414) 359-1074 FAX

December

World AIDS Day (1)

American Association for World Health
1825 K St., N.W. Ste. 1208
Washington, DC 20006
(202) 466-5883



The entire 1997 Calendar of Health Observances and Recognition Days is available for purchase from the American Hospital Association's Society for Healthcare Strategy and Market Development. The entire calendar can be purchased by calling (800) AHA-2626 and requesting item #C-166857.

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM. If you want to see an update of the entire Buyer's Guide & Services Directory go on the Internet to <http://www.nesra.org>, where some Associates also have hot links to their web sites.

▼
Auto Buying Plan
9101 E. Kenyon Ave.,
Ste. 2000
Denver, CO 80237
(800) 489-8739
(303) 770-8739
(303) 741-3162 FAX
Contact: Robert Malcolm

Since 1984 the Auto Buying Plan has provided local NESRA chapter members

with the best in discounted factory pricing on new and used vehicle purchases. This unique nationwide service makes buying a car affordable, efficient and hassle free.

▼
Bulova Corporation
One Bulova Ave.
Woodside, NY 11377-7874
(718) 204-3331
(718) 204-3546
Contact: Spencer Toomey

Reward dedication and hard work with quality timepieces by Bulova, America's time-tested incentive supplier. "How-To" guides are available to assist in program planning. Request our Awards Catalog for customized incentive and service awards and corporate gift selections.

▼
Dean Witter Reynolds Inc.
455 Capitol Mall, #115
Sacramento, CA 95814
(800) 755-8041 ext. 738
(916) 447-6875 FAX
Contact: Jeffrey Lorenz

Dean Witter's EasyInvest Program allows NESRA members to make automatic deposits of as little as \$100 per quarter to invest for their dreams. Our professional account executive can

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Enhancing Community via the Internet

by Scott Aemisegger

Between downsizing/reorganization and increased workplace flexibility (remote sites, etc.) the effort to develop an active community is fundamental to building morale.

The internet is a tool for the employee services professional to increase information flow, feedback, interaction and education. The following is a list of suggestions of elements to include in a corporate web site that may improve corporate community and morale.

Corporate Information

Employees want to know what is happening at the company. An internet site will offer a forum for employees to keep up-to-date on the latest information. The site could include:

- Announcement (policy and public affairs)
- Calendar of events
- Status of corporate projects/initiatives
- Current events/publicity
- Corporate bylaws, regulations and standards

Employee Feedback

The building of a community is always based on communication. The internet supports employee efforts to respond and react. The site may include:

- Registration for events
- Job postings/recruitment
- Surveys/employee reaction questionnaire
- Comments about trips, events and purchases
- Updating of employee files/information

Employee Interaction

The internet offers an opportunity for employees to communicate with one another on new and different areas of interest. Some of these may include:

- E-mail (between employees, retirees, remote/international locations, etc.).

- Chatrooms/Forums (on-line meetings to discuss company projects or special interests).
- Billboard activities (announcements, opinions, happenings, or items for sale).

Building of Corporate Culture

By implementing an internet program, a company will help reinforce its identity and bring employees/retirees together. Engaging the employee, through information and interaction, will give them a stake in the outcome and support of company goals. Some areas on the internet site may include:

- Links to their divisions/remote sites.
- Articles/information about important subjects (education billboard)
- Links to other internet sites that provide detailed knowledge about important subjects and self-help topics.
- Interesting stories/experiences about fellow employees.

Discount Products and Services

The opportunity for a company to leverage its size and buying power to secure outstanding discounts is a significant benefit for employees. The internet site can support this effort by offering:

- NESRA's Buyer's Guide and Services Directory
- Announcements of employee store specials
- Direct link to NESRA.COM (the internet mall)

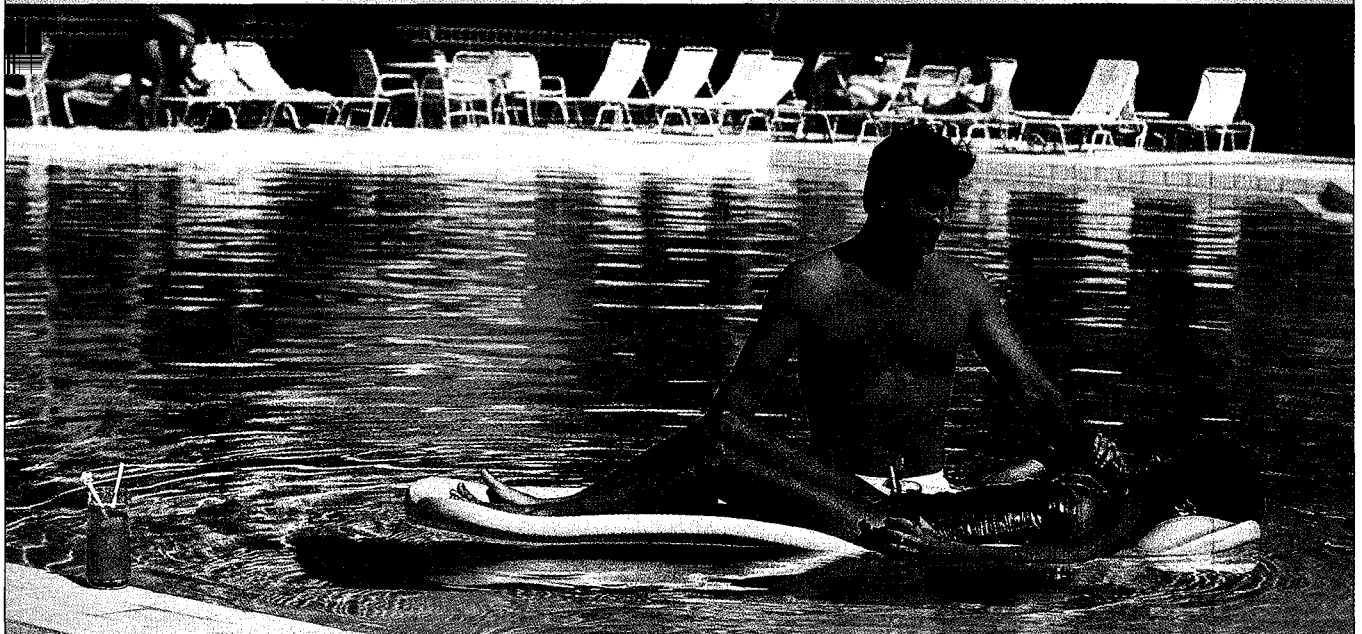
Take advantage of the benefits that an internet program will yield for your company! If you have an internet program, implement an employee services section. If you don't, push to have one set up. The internet offers you the communication network to build community and support.

Good luck and good surfing!!

Scott Aemisegger can be contacted at scott@infotrends.com.

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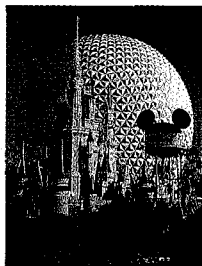
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Published by the National Employee Services and Recreation Association February 1991

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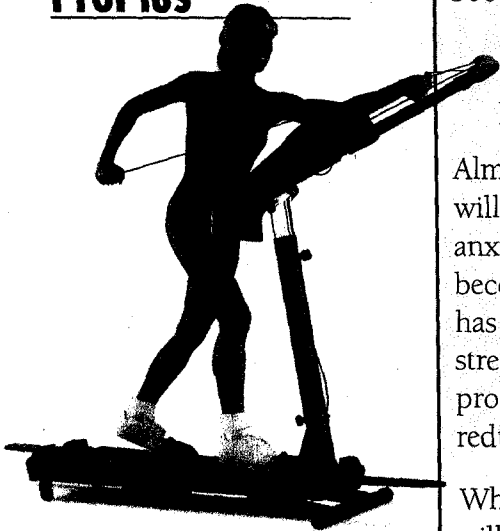


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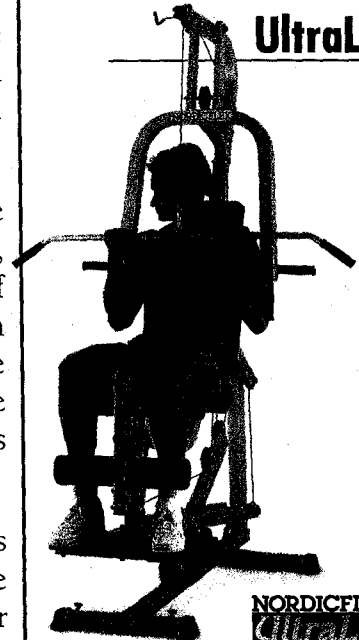
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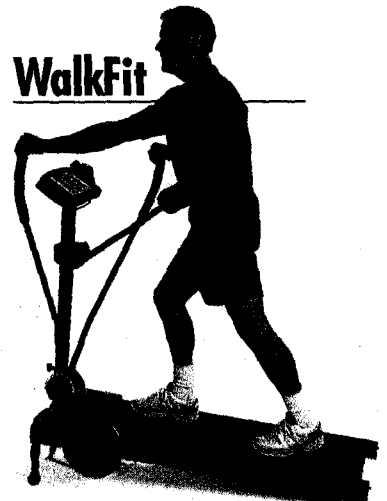
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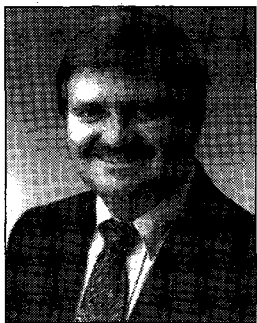
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Good Reasons For Attending Conference

by Patrick Stinson
Publisher



▼
**The bottom
line is that
attendance
at NESRA's
56th Annual
Conference
and Exhibit
will help you
do your job
better.**

As noted in this issue of *Employee Services Management* in the article "Network, Network, Network!" there are plenty of good reasons to attend NESRA's upcoming 56th Annual Conference and Exhibit to be held April 2-6, 1997 in our hometown of Chicago.

We are very grateful to the people who have taken the time to tell us, and allowed us in turn to tell the membership, the advantages and benefits that can be derived from attending the Annual Conference.


There are many obvious reasons why we should attend the Annual Conference—education sessions, networking opportunities and the exhibit hall, to name a few. However, the bottom line is that attendance at NESRA's 56th Annual Conference and Exhibit will help you do your job better. It will help you meet the common challenges we all face in today's work environment.

Having to do more with less is a common problem we hear our members mention. This year's Conference will open up a wide array of resources to help you combat this problem.

Proving the value of employee services and recreation to your company's goals is another need our members seek. Again, there will be various ways in which you can learn how to gather the information you need.

The need to provide financial resources for your programs is becoming more and more important in our field. Not only is the exhibit hall a great resource but so are your fellow peers that will be in attendance.

Yes, there are many reasons to come to Chicago this spring, but remember the most important will be to help you do your job better.

See you in the Windy City! 

If you have a story idea or know of someone who could be a great author or should be interviewed, call Cindy Helson, (630) 368-1280.

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February 1997

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- See the agenda for NESRA's 56th Annual Conference and Exhibit, April 2-6, 1997, in Chicago, IL
- Get the latest information on products and services available through NESRA's Buyer's Guide and Services Directory
- Look up the phone numbers for all NESRA Chapters
- Gather revenue-generating ideas
- Chapter leaders can get sample bylaws and meeting topic ideas
- Find out how to increase membership in your Employee Association

For details on NESRA's World Wide Web Site, call NESRA Headquarters at (630) 368-1280.

To see the site's new look you will need Netscape Navigator 2.0 or above.

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It was, It is, I did

by John Felak, CESRA

Has owning a facility been more of a burden on your budget than an asset?

Has the possibility of development been an elusive goal for your association? Have you had the scare of a meeting that may decide future funding for your program? It was, it is, I did.

These challenges are not new to our field, but may be new to us as individuals. Two articles that appeared in *Employee Services Management* have been a great resource and inspiration for me in meeting the challenges of our employee services program. "The Old River Park Extends Its Welcome" by Raymond T. Faustman, November, 1993 and "Are You Ready To Survive" by Jim Battersby, February, 1995 deserve some credit for our success. Copies of these articles can be viewed on <http://www.nesra.org> or by calling NESRA Headquarters to request copies.

Being fortunate enough to own a 211-acre facility has been a major reason for our employee association's success in addressing our future. We analyzed our strengths and began planning to survive by extending our welcome to the wonderful place we call home. Can you do the same? Here are some of the areas we considered:

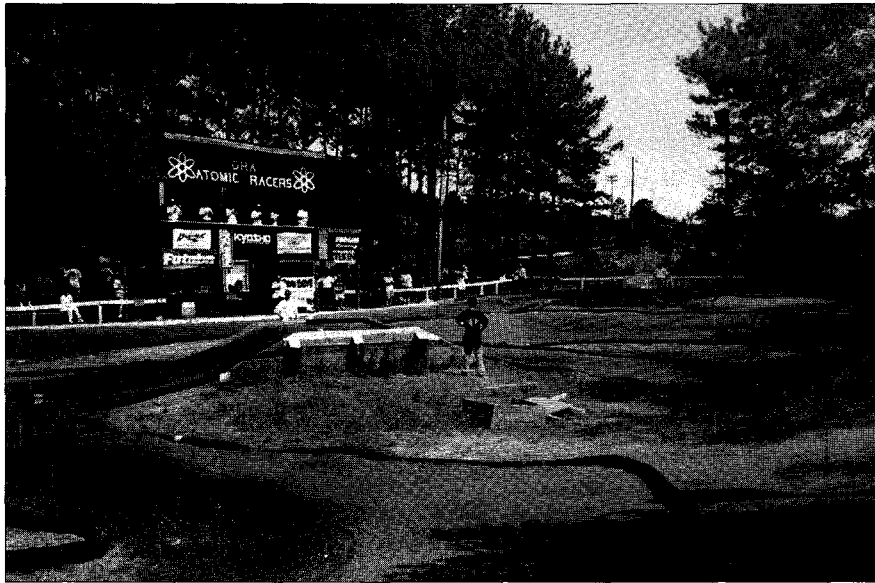
Catering: We host over 100 picnics every year for company departments and various other groups, having 10,000 guests, all eating the same type of food. What would a picnic be without hot dogs, hamburgers, baked beans and cole slaw? We developed a simple catering menu that costs \$1.87 per plate and we sell it for \$4.50.

Rentals: A local private high school needed

a facility for their baseball team to play. We converted a softball field by moving home plate back and cutting the infield deeper. Not only are they returning next year, we have agreed to let the local Home School Association rent our field as their home field. We also had Pony League baseball (13- and 14-year-old players) use the field for their games and their all-star program. The same private high school used our soccer field, which we converted into a football field for their inaugural season this fall. Another public high school, lacking a football stadium, is considering our field for next season.

Corporate Members: Many companies would love to have a facility of their own. We began a program to nominally charge outside companies (\$100) for member rates to our shelters and invite outside employees at \$10 per family to join, giving them access to our facility and member rates to many of our programs. To date I have 13 companies and over 250 families who have accepted the invitation. Renewals have been easier to sell than I expected, with one company paying two years in advance.

Ropes Course: This facility is a confidence-building challenge course for individuals and groups, providing a medium to solve problems and learn dependencies on varied skills and responsibilities. Many similar facilities exist throughout the country. Ours will target the corporate environment with other potential groups to include troubled youth, school and church boards, sales forces, athletic teams, coaching staffs, scouting groups, etc. The po-



The remote control racing facility is one of the finest in the Southeast, hosting races every other week. Membership is open to company employees and guests.


tentials are endless. Our \$20,000 investment is expected to pay back in 12–18 months, depending on usage. It will also help to further our catering program for all-day training efforts.

Par 3 Golf Course: Using existing equipment and staff, volunteer labor, less than \$5,000 and our own creative talent, a 9-hole course is under construction. Our concept is very family friendly, giving our members a facility to learn the game and enjoy it with their families. Developing a golf course takes time and additional monies but projections are to open six holes as early as next October and develop the course with expected revenues produced by the users. Concepts include charging less money for groups that include a golfer under the age of 12 and renting clubs for 25 cents each. We are attempting to develop players and create a unique facility for our members. Plans also include to open the facility up to the community.

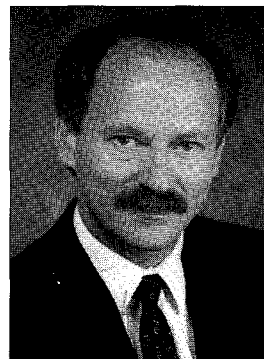
Remote Control Car Racing: This racing facility brings kids and adults (big kids) to an exciting sport available year round. Scale model cars are raced in gasoline and battery divisions around a 380-foot serpentine track including a two-level drivers stand, 48 workstations with power and a lighted track. Our inaugural Watermelon Classic was host to 80 racers from six states in a three-day event last June, netting an \$800 profit for the track. Our plans are to hold state and national events while developing it into the finest facility in the Southeast.

All of these facilities have been developed, from concept to reality in the last two years. Several of these “irons in the fire” are getting warm, setting our facility apart from others for

the future. Any more possibilities?? How about camping cabins, concerts, Halloween Fright Night walks, miniature golf, horse rides, hayrides, tagged fishing tournaments (we have a 30-acre lake), interpretive trails, a working stone mill, used car sales, craft shows and fish farms?

Join me in a future issue to look closer at the Ropes Course and Golf Course projects. I got my start from calling fellow NESRA members for ideas and invite you to do the same. If you feel I can help, call me at (803) 642-0314 or via e-mail at ORA@home.ifx.net. 

*John Felak, CESRA,
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Carolina.*



NEWS

IN BRIEF

Proof That Productivity Improves When Companies Care

According to a survey by William M. Mercer Inc., a human resources consulting firm, better productivity and morale are payoffs of offering workers help in managing their personal lives, reports *The Wall Street Journal*. One company held a teleconference on financial planning for more than 4,000 workers because they recognized that its employees were working long hours and didn't have the time or resources to plan for critical elements in their lives.

About 64 percent of the companies surveyed said such programs boost morale, 47 percent said they increase productivity.

employees to work, via modem and computer, from home or while traveling. More than half (55 percent) of firms with client/server networks have existing telecommuting arrangements in comparison to companies with Local Area Networks (LANs) (27 percent) and centralized computer systems (19 percent).

Turning Motions Stressful to Feet

A study reported in *Foot and Ankle International* suggests that the effects of everyday motion on feet may be as stressful as running. This striking increase in pressure under the big toe region may explain the frequent occurrence of blisters, open sores (ulceration) and fracture of the big toe in diabetic patients. Diabetics often lose sensitivity in their lower extremities and can injure their feet without recognizing the damage. Understanding which motions cause stress in which part of the foot will allow manufacturers to design footwear to greater protect the diabetic foot.

The researchers used new measuring technology to examine the effects of everyday motion on feet in a common type of dress shoe.

They looked at 12 healthy men and women between the ages of 20 and 33 years, dressed in the same style of leather soled oxford dress shoe specially equipped with pressure measuring insoles. The test subjects then performed 10 types of day-to-day motions including: standing, normal walking, fast walking, running, walking up and down stairs, and turning while walking. Previous studies examined everyday stress to bare feet, and emphasized only stresses while walking a straight line.

Is Loyalty Dead?

According to Fred Reichheld, a director of Bain & Co., in Boston, MA and author of the book, *The Loyalty Effect: The Hidden Force Behind Growth, Profits and Lasting Value*, loyalty is alive because you can't create value without a loyal team. In an article in *HRFocus*, in response to how important loyalty is, he says, "One way is to point out the absurdity of life without loyalty. Today the average company loses half its customers in five years, half its employees in four years and half its investors in less than a year. This whirling churn of people destroys

Telecommuting Encouraged

Employee telecommuting is now being offered or under consideration by a record number of firms according to a survey by Olsten Corporation, a staffing services company. Nearly two in three (62 percent) companies are encouraging telecommuting arrangements with their employees, up from 49 percent last year and 39 percent in 1994. More than

two in five (42 percent) companies actually have telecommuting programs underway, while 70 percent of firms surveyed predict that telecommuting will increase during this year. However, overall employee participation in telecommuting remains extremely low with only seven percent of workers taking advantage of company telecommuting programs.

Client/server networks are clearly driving telecommuting's expansion in the workplace by allowing

any semblance of growth and productivity. It is not the kind of place in which good, talented people would want to spend their lives working."



Lawsuits Expected to Escalate

The aging of the baby boom generation coupled with continued corporate downsizing and re-engineering have set the stage for an explosion in age discrimination lawsuits, according to an employment lawyer at Latham & Watkins. The employment lawyers have developed seven steps employers can take to help avoid age discrimination claims:

- Teach employees to be sensitive to the dangers of making derogatory, age-related comments and stereotyping older workers and let them know that this behavior will not be tolerated.
- Develop a clearly articulated business justification for any workforce reduction program prior to implementing the plan.
- Make sure that any severance pay plan requires a general release that complies with the Older Workers Benefit Protection Act of 1990 for receipt of some or all of the severance benefits.
- Ensure that all hiring, internal placement and individual termination decisions are consistent with established policies and procedures.
- Implement a consistently

enforced policy regarding the employment or termination of overqualified workers—a policy that is well supported by objective facts and an easily understood rationale.

- Consider investing in training for older, long-term employees to help them adapt to technological and other changes and upgrade their skills.
- Implement an effective internal complaint resolution procedure in which well trained investigators immediately review complaints and report back to those who bring them.



How Do We Use Time?

According to the Metro Chicago Information Center survey, 54 percent of people in the city and 45 percent of people in the suburbs watch TV more than five hours a day, reports *The Chicago Tribune*. One thing is certain, leisure time has become more precious. Respondents to the survey, say on average they have 26 hours of free time a week, all but 90 minutes of it, is spent with the TV on.

While audiences have shrunk nationally, theater, especially dinner theater, remains strong in Chicago. Of the respondents to the Metro Chicago Information Center survey, 44 percent reported they had attended a play at a theater in the past year.

The average number of books purchased, per U.S.

household, was 16.4 in 1995, according to Veronis, Suhler & Associates, a New York investment banking firm specializing in the

communications industry. The total number of books purchased by U.S. consumers last year was 1.61 billion.



Contingent Workforce Increasing

Nearly three-quarters of American companies utilize contingent workers, precipitating a significant restructuring of the American workforce that has created a need for alternative benefits solutions to accommodate the growing phenomenon of the temporary worker, according to the International Society of Certified Employee Benefit Specialists.

In *Reinventing the Workforce: Contingents at Large*, a recent Census survey of members, 72 percent of the 478 responding benefits professionals indicate use of contingent workers. The average reported percent of contingent workers per company is 11 percent. A contingent worker is defined as a worker employed on less than a permanent full-time basis.

For the short term, Census respondents believe the growth trend in the contingent workforce will continue. However, more than half (64 percent) believe the overall use of contingent labor will "max out" at some critical ratio of core-to-contingent workers. The majority of respondents (82 percent) do not foresee contingent workers outnumbering core employees over the next 20 years.

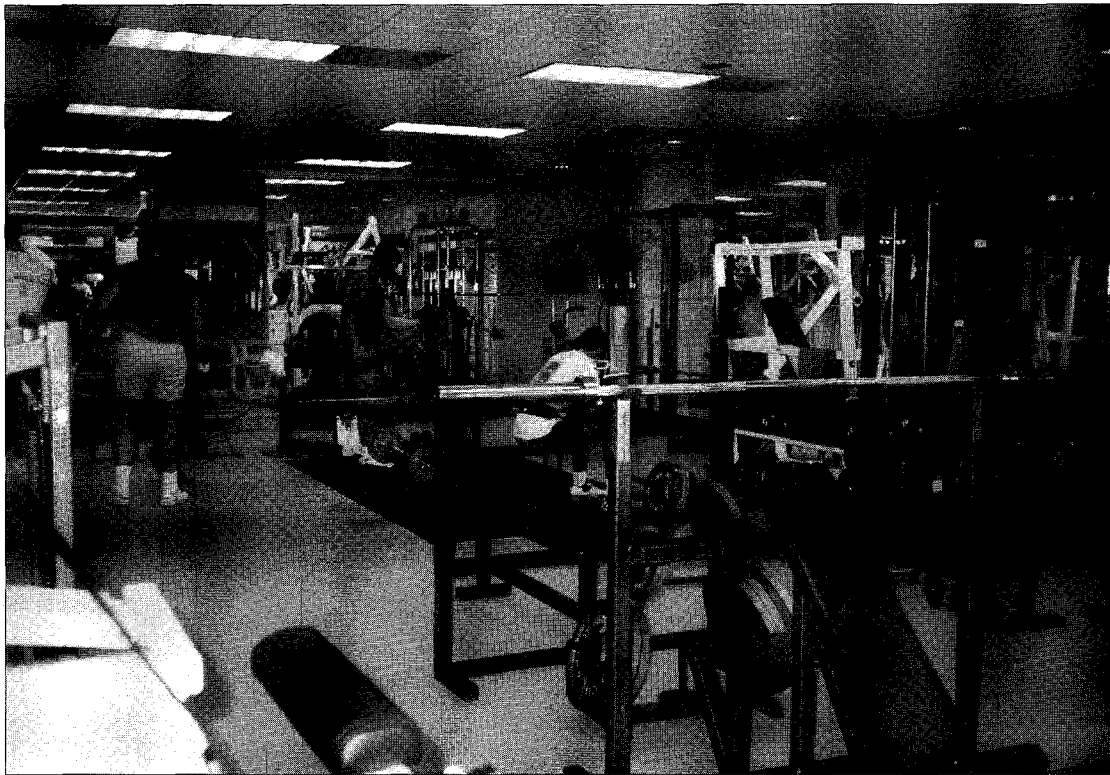
Developing a Fitness Program

by Gary Horn

Americans became apathetic in their behavior patterns following World War II and chronic diseases like cancer, stroke and heart disease increased at an alarming rate. It was believed that negative lifestyle behaviors were primarily responsible. Nutrition, stress control, exercise patterns, smoking, alcohol use and other lifestyle behaviors were thought to be the key to reducing the chronic diseases. Armed with information concerning lifestyle choices and disillusionment with the medical community, Americans became very health conscious in the 1960s as evidenced by the jogging boom, health food stores, and reducing the dietary intake of animal foods high in fat. This trend continued into the 1970s and positive benefits emerged. Corporations in the late 70s began to take interest in their employees' personal commitment to better health, the positive effect on reduction of chronic disease as a result of

lifestyle change, and their skyrocketing company health-care costs. These three factors led corporations to embrace the health movement of the 80s—corporate wellness programming.

The 1980s witnessed the blossoming of wellness programs designed and developed to focus on preventive care and lifestyle modification. Wellness programs were built around improving the physical, social and emotional needs of individuals. Emphasis was on changing unhealthy behavior patterns and motivating individuals to take responsibility for their health through participation in various programs (e.g., risk assessments, cholesterol screening, exercise classes) that had been targeted to specific populations. Financially, corporate America became a very strong advocate of this movement as firms realized that wellness represented a true opportunity to reduce their increasing health-care claims. For example, a single claim of \$250,000 for a problem pregnancy could severely damage a company's profit margin and



A view of the square footage dedicated to strength training at Frito-Lay Co.'s fitness center.

associated ratios. It became apparent that company cost-containment strategies like co-pay and increased deductibles were only short-term solutions to a long-term problem. Corporate America also realized that there were more benefits to be gained than cost-savings; specifically, there was an improvement in employee morale. Morale, company unity and teamwork could be improved through the offering of health promotion in the workplace. Though very subjective, this author believes that improvements in employee morale are responsible for elevating a firm to a higher level of excellence, very similar to most successful sports franchises.

Strategic Programming

Central to the accomplishment of a wellness or health promotion program is a set of strategies that increase the odds of long-term success. This list is a compilation of strategies that

consistently appear from proven winners in the field of health promotion.

1. The company has a written, strategic plan for activities that promote health; a list of detailed goals and objectives should be included that show employee health is valued.
2. Morale goals are as important, or more so, than potential financial benefits from wellness programs.
3. Chief Executive Officer (CEO), or other senior management officer, is strongly committed to worksite wellness.
4. A competent health coordinator is hired to guide and manage the program.
5. Work environment changes and organizational policies, such as removing cigarette machines, are implemented.
6. An evaluation plan is created to solicit feedback from employees, determine goal achievement and make program modifications as needed.

Though other strategies of lesser value are

▼
Morale, company unity and teamwork could be improved through the offering of health promotion . . .

Table 1

Breadth and Depth of Program Mix		
Depth	Breadth	
	Narrow	Broad
Shallow	Few programs lines, and only one option in each line	Several different program lines, and only one option in each line
Deep	Few program lines, and many options in each line	Several differnt program lines, many options in each line.

Note: From Marketing by Robert D. Hisrich. Copyright 1990 by Barron's Educational Series, Inc. Reprinted by permission of Barron's Educational Series, Inc. Hauppauge, NY.

available, these represent the heart and soul of successful programs. It should be emphasized that companies need to look at wellness programming from two viewpoints: positively affecting their financial results and improving employees' morale.

Conceptual Definition

Important to the success of the health promotion program is the development of the conceptual definition for the program. Deciding the philosophy and scope of the proposed program is critical. The philosophy should include management's beliefs and expectations of worksite wellness programming. A philosophical framework out of sync with management's beliefs will have difficulties gaining resources for future growth. The following should be given attention as the philosophy is being developed; purpose (e.g., cost-containment, morale, turnover), depth and breadth of the program, goals, image and wellness model to be used.

Program Design

Program design comprises the operational plan for the corporate wellness program. The elements of program design include the program mix, program components, facilities layout, staffing and financial plan.

Program Mix

All of the program activities that an employee may choose from defines program mix. Program mix is distinguished by its breadth and depth of activities offered. The breadth of the program refers to the comprehensiveness of its

activities, while depth refers to the number of different choices inclusive to each specific activity. This mix of activities is crucial to the success of the program. Formulation of the program mix should be based on the firm's philosophy, goals and wellness requirements. Table 1 describes the various types of program mix (see top of this page).

Program Breadth

The breadth of the wellness program represents the number of program lines offered to employees. Lines of programming common to corporate wellness programming include:

1. Nutrition
2. Stress Management
3. Fitness
4. Smoking cessation
5. Health assessments
6. Recreation
7. Prenatal care
8. Substance abuse

If resources are scarce, fitness and smoking cessation programs would be recommended as the top two. The greatest impact will come from improvements in one's fitness level (e.g., heart, lung, muscle) and eliminating the use of cigarettes.

Program Depth

The depth of the program refers to the levels of intervention offered to the eligible employees. It is also characterized by the total number of options inclusive to each specific program line (breadth) described earlier.

The four primary levels of intervention, in order of least effective to most effective in

changing behavior patterns, are listed below:

1. Communication and awareness programs
2. Screening and assessment programs
3. Education and lifestyle programs
4. Behavior change support systems

Behavior change support systems are the fourth level of intervention and the most beneficial to the changing of behavior patterns and the success of the corporate program. This intervention refers to changes in the work environment that encourage positive health behavior by the employee. Examples of support systems are:

1. On-site fitness facilities
2. Professionally trained supervision
3. Policies like flex-time that encourages wellness utilization
4. Cafeteria menus offering nutritious foods
5. No-smoking policies in the worksite

Program Components

The program components are the core of the corporate wellness program for the participant because they are the actual activities that people will engage in. The program components central to a successful wellness program are health risk assessments (HRAs), fitness and lifestyle activities. These three areas represent a multitude of programs that positively impact behavior modification.

Health Risk Assessment

Upon joining a wellness program, the initial activity should be an analysis of one's health risks through the use of a health-risk assessment (HRA). HRAs give participants and staff immediate feedback concerning the member's health and makes both parties aware of any health issues that might need correcting. This awareness is important as it encourages attitude change, which is critical to the employees' change in behavior.

Fitness

This component of wellness programming is imperative to the long-term success of a program. The program comprises a variety of activities that meet the physical needs of numerous employees. Facilities, equipment and programs that promote cardiovascular conditioning, muscular improvement, flexibility and standardized testing fall under the fitness heading. In addition, fitness programs support numerous emotional and social needs of the employee.

Lifestyle

Programs and activities that assist the employees' emotional, social and health needs fall under lifestyle programming. This type of program offering utilizes health education activities to make behavior changes. Recommended offerings are blood screening, cancer assessments, stress reduction, prenatal care, smoking cessation and nutrition/weight management. Also of importance to the employees' social needs are recreational programs like co-ed volleyball and softball.

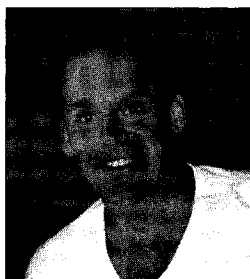
Facility Layout

One of the most exciting phases of developing a corporate wellness program is the facility layout. This phase comprises the allocation of space and equipment. The first area to address is the square footage of the facility. It is recommended that wellness facilities have approximately 2.5-6.0 square feet per eligible employee. I would recommend the higher square footage to allow for program growth, employee hiring and comfortable surroundings. The comfort of participants is crucial to their long-term involvement and associated behavior change. Sufficient square footage accommodates this need because there will be adequate locker room and exercise space, primary areas requiring comfortable, spacious surroundings.

The second consideration in space allocation is determining the functional areas and the percent of space dedicated to each. The following shows the recommended areas and space allocation.



Bill Whaley enjoys a lunchtime strength-training workout.



Gary Horn is the Fitness Program Coordinator for Frito-Lay Co., Plano, Texas, a subsidiary of PepsiCo, Inc. A 15-year veteran, he is responsible for fitness programming, health education activities, teambuilding and facilities operation. Gary holds an M.B.A. (with an emphasis in Health Services Management) from the University of Dallas.

Recommended Space Allocation in a Fitness Facility

Area	Range of space allocation
Main exercise area	40-50 percent
Locker rooms	20-35 percent
Circulation areas	5-15 percent
Aerobics studio	5-10 percent
Administration	5-10 percent
Storage	2-4 percent

Note: From Implementing Health/Fitness Programs (p. 268) by R. W. Patton, J.M. Corry, L.R. Gettman, and J.S. Graf, 1986, Champaign, Illinois: Human Kinetics. Adapted by permission.

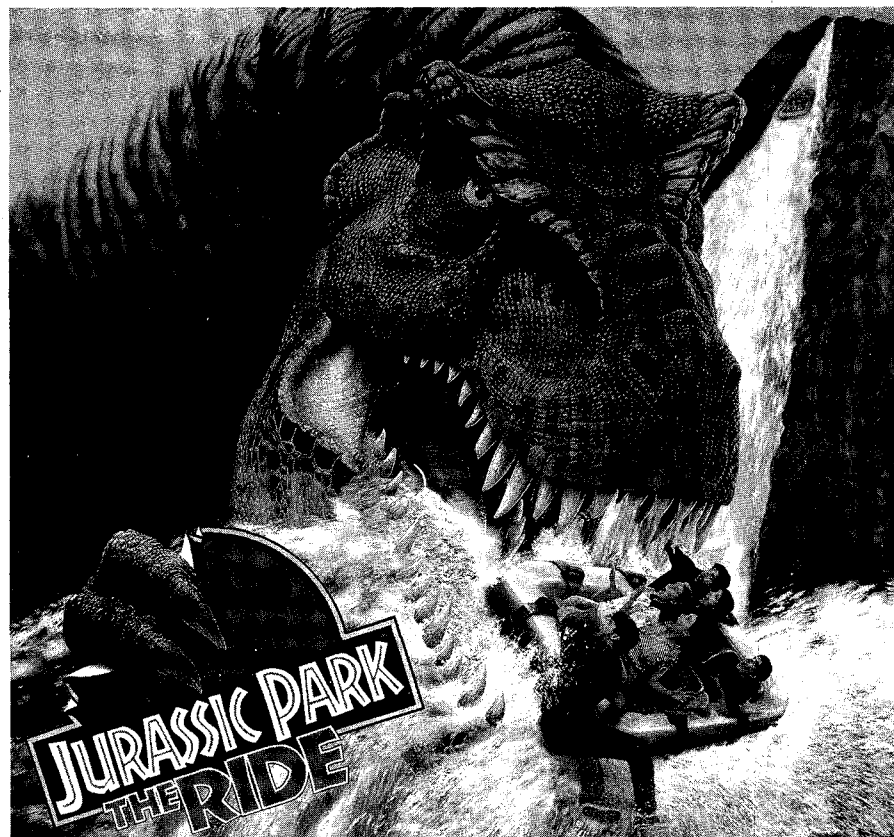
Staffing

The professionally-trained staff of the corporate wellness program is critical to the success of the program; they are the difference

between regular adherence and dropping out for upwards of 90 percent of program participants. Approximately 10 percent of the population is self-motivated to the extent that minimal guidance/feedback is required. A general guideline to follow is employing three full-time or two full-time and two part-time staff for every 1,000 employees eligible to use the facility.

Certification

A growing area of importance is certification of staff. Certification has grown rapidly over the last ten years with numerous organizations offering a certification program in the health/fitness field. Excellent programs are offered by the American College of Sports Medicine (A.C.S.M.), A.C.E., N.A.S.M., Cooper, N.S.C.A., and many others. Besides the superb training that each of these programs offers, a respected certification is important if a legal issue arises.



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Planning a Mountain Vacation

Whether skiing down one of Vail's famous Back Bowls, or carving up a challenging groomed run, Vail provides skiers of all abilities with a world-class winter wonderland.



By Dawn Zenka

Planning a vacation for anyone can be a trying business, especially if you are working with a rather discriminating group of individuals. Accommodating all the separate needs of a group can be enough of a headache to steer anyone away from the job. While one may not realize it, a ski resort is one of the best destination choices for planning a group outing. With the myriad of activities that go on each day in any ski town no one in any group will be left out in the cold without something to do.

Today's ski towns are anything but "ski only" destinations. Competition is strong

among ski resorts. In accordance to that competition, resorts are revamping their approach to the guest. Rather than solely focusing on the avid skier, we now see resorts making efforts to accommodate everyone from tiny tots to non-skiers to corporate groups providing endless opportunities of day and night activities.

For the first time in its history, Keystone has opened its slopes to snowboarding. Vail has begun the installation of "The Adventure Ridge," a nighttime park complete with restaurants, tubing, ice skating and even the opportunity to rip it up on the half pipe at its new snowboard park. The possibilities are becoming endless. Resorts know that if they want to

stay in business they've got to accommodate more than the day skier.

Still not quite sure a ski destination is the right place for your group? On any given day, at just about any given ski resort a person can go skiing with or without an instructor; snowmobile; snowboard; cross country ski; enjoy a gourmet lunch on a back country snow shoe tour; ice skate; try dog sledding; go hot air ballooning; get a massage; get a facial; spend an entire day at a spa; workout in a health club; spend a day on a ranch; take in some shopping; go on a sleigh ride; and enjoy dinner at a four star restaurant. The activities don't stop. If your party has a lot of different interests, there is no question that a ski destination is the place.

Beyond the family, resorts have carried their customizing to a group level as well. Some of the most unique convention centers can be found in resorts like Steamboat, Aspen and Beaver Creek. Resorts are realizing that the family vacation may prelude or coincide with corporate meetings and as a benefit to the guest they are looking beyond booking a classic ski vacation, working to customize every trip and accommodate every member of the group.

What all this progress means to you is that, if done correctly, planning your group's ski outing will be one of the easiest group trips you will ever coordinate.

One of the biggest and most costly mistakes a coordinator can make when planning a group outing is booking the entire trip through a travel agent. Consider using a travel agent for developing the basic elements of the trip and asking resort personnel for fine details. Most resorts have group and corporate service coordinators whose job description is solely to help you plan your trip. The first and most obvious benefit of using a coordinator is that they live in the ski town and work for the company that owns and operates the mountain. Who else would be more qualified to help plan your trip and answer your questions? S/he will be with you every step of the way, this is a benefit you can't get from a travel agent. It is especially appreciated once you've reached your destination and realize you haven't the faintest idea how to organize 75 people for ski lessons. Having a contact with the resort is your key to having a successful outing.

From an economical standpoint it is a good idea to book whatever you can through the resort. Some travel agencies charge service fees or collect commissions on some products the resort can get for you at discounted rates. If

you are visiting a ski destination, chances are the company that owns and operates the mountain also operates the lift tickets and ski school and mountain restaurants. Provided your group is big enough, industry standard is around 25, you should qualify for discounts. It is just a matter of doing some research a couple of months in advance to your trip. Most people don't realize that ski resorts have direct contracts with suppliers. Vail contracts directly with Hertz Rent A Car and American Airlines. If you book through the resort directly, no third party is receiving a commission.

Once you've committed to a mountain vacation it's time to go full speed ahead and get ready to hit the slopes.

The Steps: Get organized.

Find out how big your group is and what dates you'll be traveling. It also is a good idea to get some rough estimate of how much money the group or company wants to spend. If you know it's limited, tell your contact and s/he can keep that in mind while customizing your trip.

Make the call.

Usually one can get the 800 number of a ski resort from any ski magazine. Large resorts have toll-free numbers. Once you get the resort, ask for a group coordinator. You may initially go through the company's concierge service or reservation system. If your group is smaller than 25, the concierge or activities desk may be your contact throughout all of your planning stages.

Ask questions.

Once you've made the call, find out how your resort contact can help you. Get information sent to you about the ski resort. Find out about all the activities available to your group. Be sure to get a rate sheet for all the activities you're interested in and find out if there are any participating minimums or maximums. Make sure it includes any information on lift ticket purchases and deadline procedures.

The money issue.

At this point you also need to find out about payment procedures. Some companies can set up a master bill program where all the activities are put onto one bill that you will receive after the outing. In some cases certain items, such as lift tickets, will need to be paid

for in advance. Also expect to provide a deposit for the entire trip. In most cases, once you've decided on an agenda your coordinator will figure an estimate cost of the outing. A percentage of that amount will figure as your deposit. In any case, ask your coordinator what is the resort's policy and be sure to take notes on all the information given; if you wind up talking to more than one company things could get confusing.

Getting and staying there.

If you are concerned with lodging and transportation, ask your coordinator. Some resorts, have direct flight contracts with airlines and can arrange to book the flights for you. The Vail/Eagle County Airport has 19 daily flights from cities across the nation. Flying into this location will put you 30 minutes from the slopes of Vail and 90 minutes from Aspen's.

Some resorts might also be able to help you with your hotel accommodations or give you a referral. Otherwise check with your travel agent. This is a perfect opportunity to see what they can do for you.

Keep in mind that most hotels will try to help you with your outside bookings. While it may be confusing to have a couple of contacts, it is strongly recommended that you don't lose contact with the ski company's coordinator. Unless the hotel is owned by the ski company, your hotel contact will need to call the ski company to book your mountain activities. If it appears as if some confusion is occurring and someone's toes are being stepped on, schedule a meeting. Schedule a meeting regardless. It is generally a good idea for all parties to meet at the beginning of an outing and make sure everyone is starting off on the same foot.

Make your lists.

Once you've got the information on all the activities, it is time for you to really get organized. Narrow your choices down or offer all the activities. (Your coordinator can help you decide what you want to offer given your budget and group's size.) Get numbers of how many people want to participate in what activities. If they are going to ski, find out what level of skier each individual is—beginner, intermediate or advanced. Also find out who might need to rent equipment. Be sure to keep notes of all this information and give your party deadlines as to when they can change their minds. Try to make your deadlines a few days earlier than the deadlines the ski company has given you.

Follow up.

Until your group sets foot off the plane on the return home a zillion unforeseen glitches may occur. You can minimize those problems by keeping on top of communication with your coordinator and all the group members. Make sure your coordinator sends you a "Schedule of Events" that outlines the agenda you have planned from day one until your departure. The more informed you are, the less room there is for mistakes to happen. Remember, the more organized you are, the more organized your coordinator will be and the smoother your trip will run.

The paperwork.

One of the more cumbersome but completely necessary aspects of planning a group vacation is the paperwork. This includes your contract with the ski company along with the projected estimate of the trip's cost. Be sure to keep these documents along with the hotel and flight information in an organized file. Also remember to keep a log of all the conversations involving the trip. If a reservation should fall through, you've got written back up to remind yourself what you've requested.

Enjoy yourself once you're there.

Sounds impossible but it really is the only thing to do. If unforeseen problems do arise, chances are they will get fixed quickly. In two weeks, Mr. Johnson will forget his skis were sent to Bermuda; and he needed to take 15 extra minutes to rent. What he will remember is the great dinner he had and how he cruised past his boss on the downhill race course.



Dog sleigh rides offer a fun and exciting alternative to enjoying Vail's Rocky Mountain splendor.

Dawn Zencka is production assistant/writer at The Vail Daily, Vail, Colorado.

Summer Camp Programs

Fel-Pro's RRR Day Camp

provided by Scott D. Mies

At Fel-Pro's RRR Day Camp, we believe each child is unique and special. Our program is designed to create an environment where children can develop skills in recreational and leisure activities. By providing a caring environment with a varied program, children will develop their skills and self-confidence. They will have a chance to develop social skills and formulate lasting friendships while having fun.

Camp History

When RRR began in June 1974, it was one of a few corporate day camps in the U.S. The lack of quality and affordable summer supervision for employees' school-age children prompted feelings of social responsibility—developing a summer camp program became a priority.

The camp is located on 220 acres in Cary, a quiet community northwest of Chicago. RRR Day Camp maintains three large pavilions, an Olympic-size swimming pool, grassy ball fields, volleyball and basketball courts and three spring-fed lakes for fishing. Additional features include modern age-appropriate playground equipment and nature trails for hiking.

Each summer the camp serves over 300 children ranging in age from 5-1/2-15. The weekly cost to each employee is \$35 per child. The maximum amount that will be charged is for three children. This cost structure illustrates Fel-Pro's commitment to have employees' children participating in the day camp. The majority of the camp's operating costs are subsidized by Fel-Pro.

RRR offers a wide variety of activities that include: nature, arts and crafts, Red Cross instructed swimming, canoeing, fishing, athlet-

ic contests, games, sports, and trips to places of interest. Children participate in activities and programs appropriate to their age and development.

Campers represent the rich cultural backgrounds of Fel-Pro employees. RRR gives youngsters the opportunity to interact with other children whom they may not encounter in their community, providing a wonderful and powerful social experience.

Activities

Arts and Crafts

Twice a week campers receive professional instruction from a fine arts teacher. Special projects are made every week and campers are encouraged to bring them home.

Auction

Campers experience a real auction as they bid on toys, games, athletic equipment, t-shirts, stuffed animals and various items. The proceeds benefit children's charities. The RRR Auction is always a highlight of the summer and one where everyone is a winner. It teaches campers money sense and community service. Some of the charities that have received donations include: Sickle Cell Anemia, Missing Children's Fund, Juvenile Diabetes Foundation, Misericordia Homes/Heart and Children's Memorial Hospital.

Bring-A-Friend

Once each summer, campers have the opportunity to bring a friend for a day. Each group is assigned one day to bring a guest. Parents are always welcome to attend camp by notifying the personnel office or the camp director.

Camp Newspaper

Each Friday the RRR Camp Newspaper is published to keep campers and their families informed of weekly events. Extra copies are available in the Personnel Office for campers who are absent on Friday.

Camper/Counselor Games

Thirteen land and six water events challenge campers to see if they are really better than their counselors. All camp groups participate in this day-long activity that builds camp unity and spirit.

Canoeing

After responsible swimmers complete a canoe instruction safety course, they are invited to join one of three canoe trips down the Fox River. Canoe trips depend on age and ability and are one of the most popular all-day activities.

Field Trips

During the summer, all-day trips are taken to places of special interest such as: the Brookfield Zoo, Cedar Lake, the Wave Pool in Mt. Prospect and the Water Slide in Palatine.

Little Felty 500 Race

Since 1986 campers have held time trials on camp scooters to see who is the fastest over the special RRR raceway. All campers are encouraged to participate in time trials, by age groups, with the fastest racers in the championship event. Awards are given to the winners.

Nature

Campers have the opportunity to learn about their environment from a professionally trained teacher. Group and individual projects are planned and campers are encouraged to develop an appreciation of their natural surroundings.

Red Cross Swim Across

This is an annual major community service fund-raiser that campers enjoy. Campers see how many laps can be swum in the pool in a set amount of time. Pledges from friends and family are donated to the Red Cross. Campers earn prizes from the Red Cross for their participation.

RRR Draw

At the end of each summer the RRR Draw is held for tickets to Great America. Campers who attend RRR for at least 50 percent of the summer are eligible. Special t-shirts are awarded to campers with perfect camp attendance.

RRR Olympics

Started in 1975, Camp Olympics are a week-long activity. All campers are divided into 14 teams representing Fel-Pro divisions and departments. Medals are awarded for 1st, 2nd and 3rd place. Winning teams are listed on a plaque in the personnel office.

Road Runner Race

Started in 1980, the Road Runner Race divides all campers into three different age groups. Each participant is awarded a ribbon and a plaque for finishing 1st, 2nd and 3rd for running the roads at RRR Day Camp.

Sports

All major sports activities are planned at RRR: basketball, softball, hardball, football, soccer, volleyball, track and field, tennis and canoeing. There is something for everyone to enjoy.

Swimming

All campers participate in a Red Cross certified swimming program under the supervision of trained staff. In addition to lessons, open swimming is available every day.

Talent Show

Since 1988 RRR Day Camp has looked for that "special talent." All campers are encouraged to display their talents for fame, fortune and a special ice cream treat.

Taste of RRR

Originally this started as a worldwide food sampling and is now called "Sandwichmania." Campers are given an opportunity to make and



**RRR gives
youngsters
the
opportunity
to
interact with
other
children
whom they
may not
encounter in
their
community.**



**This program
is set up with
a flair for
new chal-
lenges and a
flavor of
previous
years' camp
experiences.**

sample sandwiches of their own creation. All luncheon meats, cheeses, jams, jellies, etc. are provided. Prizes are given for the most unusual, creative and edible sandwich.

Some Final Thoughts

Corporate day camps can work! These are positive child-care programs when school is not in session. Supervision is by responsible adults. The RRR camper develops a better understanding of the parents' workplace. Parents' investment in their work may be enhanced from their child's participation as parents find value and comfort from what their children are doing. Also, positive feelings result towards Fel-Pro as a family-oriented employer.

Scott D. Mies is director work-life benefits at Fel-Pro Inc., Skokie, Illinois.

S.C. Johnson Wax's JMBA Summer Day Camp

provided by James Malone

The Summer Day Camp utilizes a variety of resources for the programs. The campers participate in gymnastics, indoor and outdoor swimming, horseback riding, bowling and roller skating in addition to being exposed to different art forms and sports activities each week. A different field trip is scheduled each week. Parents are welcomed to visit or chaperone any field trip. Clubs are an integral part of our program. Depending on the week, campers can participate in the following clubs: science/nature, child care, fishing, cooking, arts and crafts and journalism. We will also be offering the following lessons at no extra charge: tennis, computers, gymnastics, fitness and karate. Sign-up for lessons take place at camp the week the lessons are offered. We do our best to accommodate parents' wishes.

We are dividing the groups into two different camps. They are:

The SC Ducks (who have completed kindergarten, first and second grade)

The SC Raiders (who have completed third, fourth and fifth grade)

To eliminate all campers being at Armstrong Park (the JMBA park) on the same days, we have constructed a schedule in which we hope to have a smaller number of children at the park and a clearer division of ages.

Snacks and lunch are provided by the camp. In addition, each Friday we invite the parents and families of the campers to join us for lunch at Armstrong Park. We ask that parents call by 9:00 a.m. to let us know their desire to have lunch with their children allowing us to plan for enough food.

Even though Lyme disease has not been reported at JMBA; parents are urged to check their child everyday for ticks when they return from camp. A pamphlet about Lyme Disease is enclosed with camp registration forms.

Each child must have a medical form on file prior to starting the program as well as a Medical Treatment Consent for Minors form.

Parents receive a camp handbook with our policies, registration forms, medical consent form and medical form.

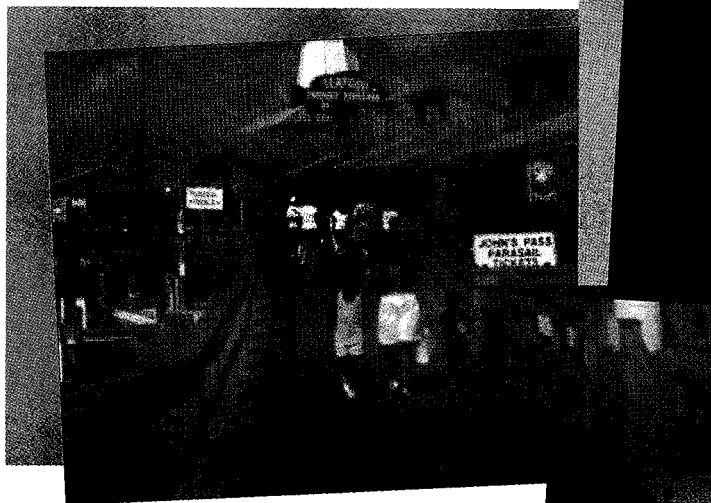
Senior Raiders: A Camp for Ages 12, 13, 14

This program is set up with a flair for new challenges and a flavor of previous years' camp experiences. As we planned this program, our goal was to incorporate:

1. Activities that children have enjoyed at Summer Camp in the past such as baseball, crafts, swimming, etc. and time to renew old friendships.
2. Activities that add the element of challenge in learning something new, such as pottery, computer, drama, etc.

Each week was planned with three hours in the morning (9:00-Noon.) devoted to a particular skill and staffed with hired professionals. The early morning hours and afternoon will be spent in a choice of activities such as swimming, lifting weights, arts and crafts, softball, etc. Certain weeks will also be available as a half day option (6:30 a.m.-Noon without lunch). Following is a brief description of the eight weeks of programming, the clinics we are offering and the options available:

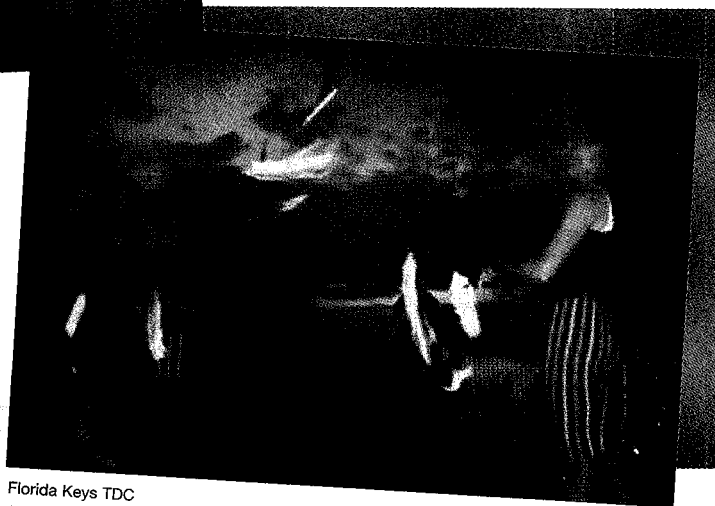
Destinations Florida



St. Petersburg/Clearwater Area CVB



Amelia Island



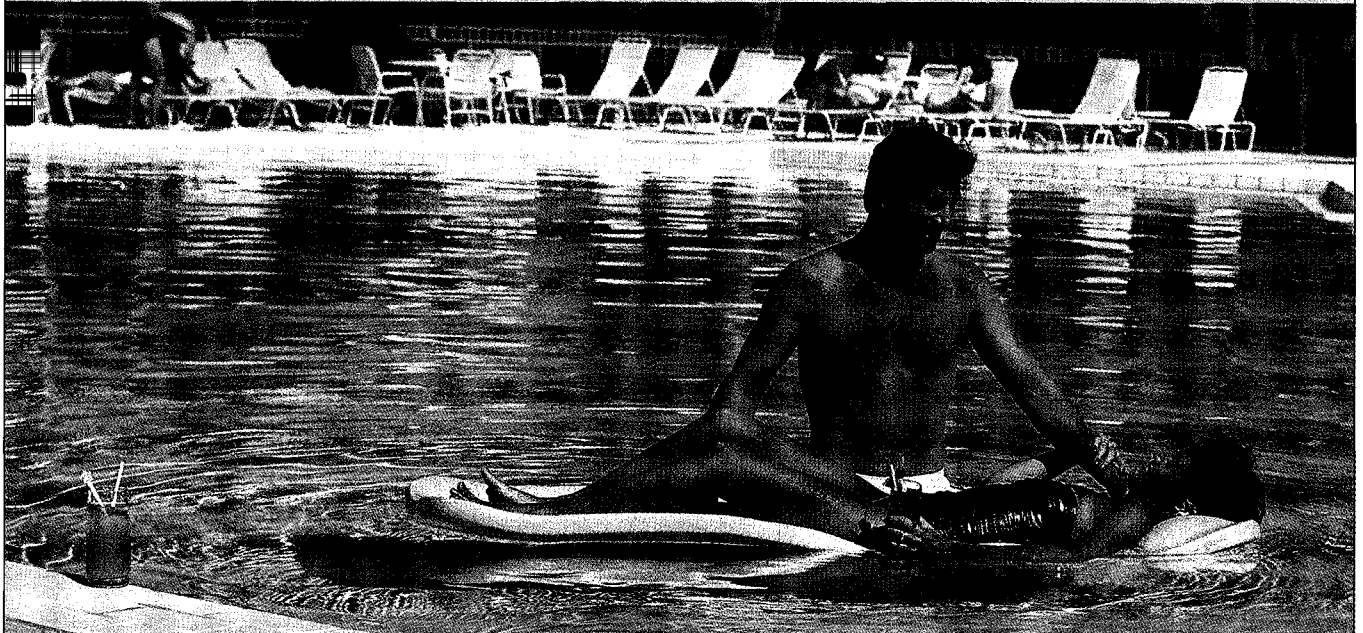
Florida Keys TDC



Published by the National Employee
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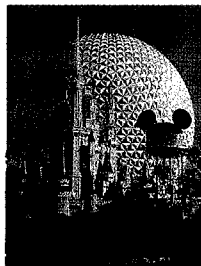
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Call 1-800-851-3198 for more information

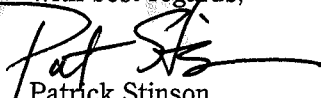
Welcome to *Destinations in Florida*

Destinations in Florida is the first of a series of vacation destination supplements designed to make it easier for NESRA members and employees to identify travel-related opportunities and shop for discounts. We are featuring the Sunshine State because Florida has been identified in NESRA surveys for many years as one of the most popular destination spots. Look for other destination supplements in future issues of EMPLOYEE SERVICES MANAGEMENT.

This guide has been divided into several regions to make it easier for the reader to identify accommodations, recreational activities, attractions and historical and cultural experiences. In each region, we have listed local Convention & Visitors Bureaus or Tourist Development Councils where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted for your review.

Thank you for choosing *Destinations in Florida* as your traveling companion. You can take advantage of the discount order form on page 14 to acquire additional copies for distribution to your employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards,


Patrick Stinson
Publisher

Welcome 3

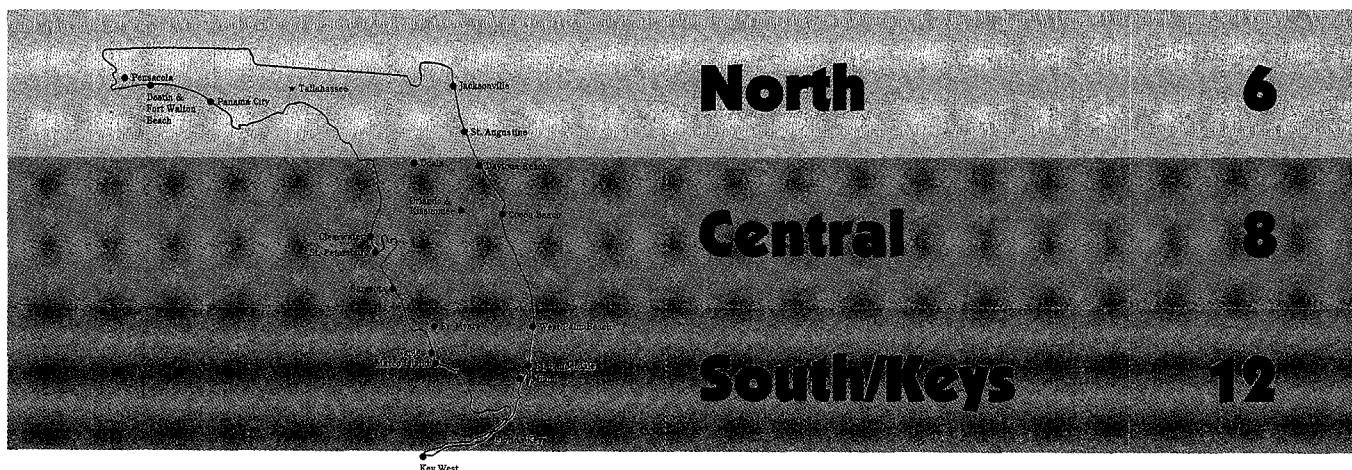
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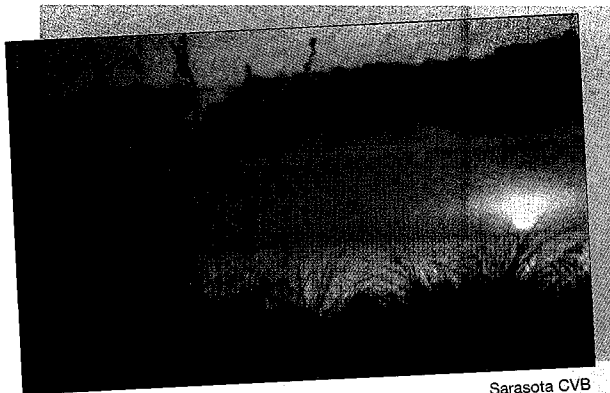


Destinations in Florida, published February 1997 as a supplement to *Employee Services Management* by National Employee Services and Recreation Association, 2211 York Rd., Suite 207, Oak Brook, IL 60521, 630/368-1280.

Travel Tips

Weather and Climate

- Weather in Florida can be quite varied. After all, the Sunshine State spans two time zones. (Most of the state is on Eastern Time. Northwest Florida – west of the Apalachicola River – operates on Central Time.) However, Florida's average daily summertime highs range from low to mid 80s Fahrenheit. By mid-summer, it's not unusual for temperatures to rise into the mid 90s, especially in the south. That's a lot of sunshine, so be sure to use sunscreen when you're outdoors for extended periods.
- Wildlife flourishes in Florida's lush greenery, and so do insects. Be



Sarasota CVB

sure to renew your allergy medications, and consider purchasing insect repellent.

- At night, windbreakers come in handy, particularly for walks along the beach in Florida's gentle night breeze.

Getting Around

- Chart your route on a map before venturing out. Then, jot down the directions on a sheet of paper for easy reference en route. Free maps are available from the Florida Division of Tourism.
- Walk the dog, or enjoy a picnic lunch at one of the rest areas that dot Florida's limited access highways. Most are open around the clock.
- To rent a car in Florida, you will need a valid driver's license, proof of insurance and a major credit card. (Some companies have minimum age requirements.) To avoid any inconvenience, confirm reservations in advance.
- Ask about extras. Many car rental companies offer a variety of options: child car safety seats, cellular phones, area maps and safety tips.
- Many hotels provide airport transfers. Most car rental companies have shuttle services to their parking lots.
- Florida's handicapped facilities are plentiful. All public buildings have some form of access for those in wheelchairs and many public buses are equipped with wheelchair lifts. Most of the state's attractions have facilities and services for the disabled and many hotels have specially equipped rooms. For more information, request a copy of the *Planning Guide for Travelers with Disabilities*. (904) 487-1462.

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FOR RESERVATIONS:

800-964-6835

For brochures, call Elyse at extension 148.

Rules of the Road

- Front seat drivers and passengers must wear their seat belts. In Florida, it's the law.
- Never drink and drive. Driving under the influence of drugs or alcohol can result in stiff fines and even jail time. This law is strictly enforced.
- It is against the law to leave animals in your vehicle.
- Child car safety seats are mandatory for children under 4 years of age or who weigh under 40 lbs.

More Information

Vacationers planning a trip to Florida can receive free information by contacting the Florida Tourism Industry Marketing Corporation, P.O. Box 1100, Tallahassee, FL 32302-1100. These publications include: Florida Vacation Guide, Calendar of Events, Official Highway Map, Travel Tips Brochure, Florida Attractions Map, Value Activities Guide, Florida Camping Directory and Trail Guide.

Destination Florida, a joint venture between KnightRidder Newspapers and the Tribune Co., is on the World Wide Web at <http://www.goflorida.com>.

Activities

- Florida has an overwhelming array of foods that are just about guaranteed to suite everyone's taste and price range. There's succulent steak at five-star restaurants, seafood with an ocean view, and loads of tasty ethnic fare. Dig in and enjoy.
- Lots of sunshine means year-round sports. So take a swing at golf, brush up on your backhand, or pick up a game of beach volleyball. Just remember, drink lots of fluids, especially in the afternoons. And wear a hat to protect yourself from the sun.
- Be sure to pack comfortable walking shoes for Florida's nature trails, botanical gardens, beachside strolls and amusement parks.
- If you decide to get back to nature, there are plenty of campsites, especially in Florida's many national and state parks. Facilities range from pull-throughs for RVs to campsites for hikers. Many campgrounds offer on-site trailer and tent rentals. Some parks are extremely popular, so call ahead to inquire about reservation policies.

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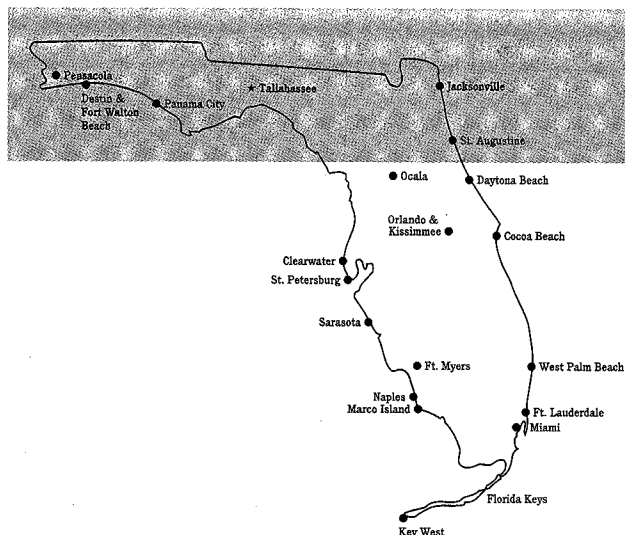
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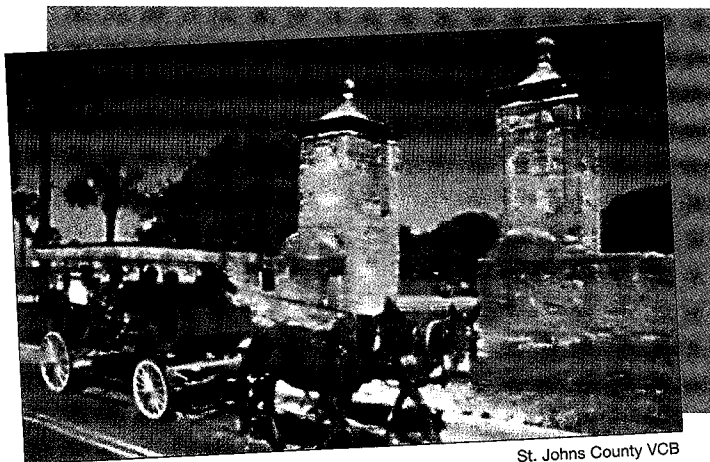
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North



From the colonial charm of St. Augustine to the futuristic charisma of Jacksonville, Northern Florida has the variety to please all kinds of travelers, from adventure seekers to history buffs. In Northwest Florida, Pensacola's history and Tallahassee's elegant, Old South hospitality blend with the top beaches of Panama City, Destin and Fort Walton, along with a wealth of ecotourism activities in numerous parks and reserves.



St. Johns County VCB

**Suwannee County County
Chamber of Commerce**
P.O. Box Drawer C
Live Oak, FL 32060
(904) 362-3071
(904) 362-4758 FAX

**Tallahassee Area
Convention & Visitors Bureau**
111 Madison St. Suite 1010
Tallahassee, FL 32301
(904) 413-9200
Toll Free (800) 345-6710
(904) 487-4621 FAX

Convention/Visitors Bureaus

**Alachua County
Convention & Visitors Bureau**
30 E. University Ave.
Gainesville, FL 32601
(352) 374-5260
(352) 338-3213 FAX

**Amelia Island Tourism
Development Council**
102 Centre St.
Fernandina Beach, FL 32035
(904) 261-3248
(904) 261-6997 FAX

**Emerald Coast
Convention & Visitors Bureau**
1540 Highway 98 E
Fort Walton Beach, FL 32549-0609
(904) 651-7131
Toll Free (800) 322-3319
(904) 651-7149 FAX

**Jacksonville & The Beaches
Convention & Visitors Bureau**
3 Independent Dr.
Jacksonville, FL 32202
(904) 798-9148
Toll Free (800) 733-2668
(904) 798-9103 FAX

**Panama City Beach
Convention & Visitors Bureau**
12015 Front Beach Rd.
Panama City Beach, FL 34207
(904) 233-5070
Toll Free (800) PCBEACH
(904) 233-5072 FAX

**Pensacola Convention
& Visitors Bureau**
1401 E. Gregory St.
Pensacola, FL 32501
(904) 434-1234
Toll Free (800) 874-1234
(904) 432-8211 FAX

**St. Johns Visitors &
Convention Bureau**
88 Riberia St.
St. Augustine, FL 32236
(904) 829-1711
(904) 829-1540 FAX

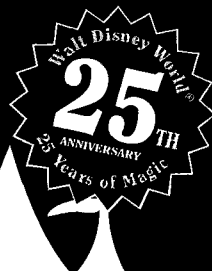
Attractions



Amelia Island
Amelia Island, FL 32043
(800) 2AMELIA

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For every vacation package purchased by a NESRA affiliate, Get-Away Today will donate a portion of the purchase price to the NESRA Education and Research Foundation.

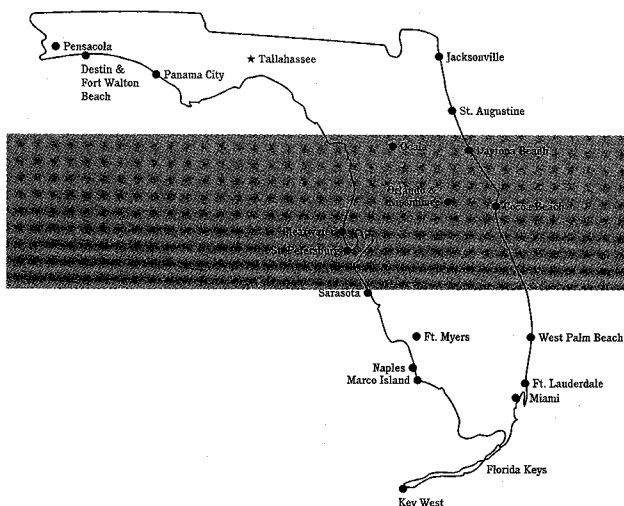


ESM027

MAIL TO: Attn. Marketing
1491 East Ridgeline Drive, Suite 300
Ogden, Utah 84405-4976

Call Toll Free 1-800-523-6116 or Fax (801) 476-1309

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Central

A world of famed Orlando/Kissimmee attractions awaits visitors to Central Florida, but so do such unexpected pleasures as water rafting, horseback riding, great shopping and antique hunting in the smaller cities of Ocala, Lake Wales, Winter Haven and Lakeland. Central East visitors can enjoy the rush of Daytona car racing and rockets blasting into space at Titusville... or the quiet relief of a wildlife refuge. The Central West area is home to museums that span a world of genres, but it is also a great place to relax on a Bradenton or Clearwater beach, catch a Tampa sporting event or kick back at one of many attractions.

© 1996 Sea World



Sarasota CVB

Ultimate Adventures at Central Florida – Anheuser-Busch Theme Parks

Heart-pounding rides and up-close animal encounters top the lineup of real adventures at the Anheuser-Busch Theme Parks. Guests will experience a trek through the wilds of Africa, Key West at Sea World, Egypt at Busch Gardens Tampa Bay and Dining with Shamu among other attractions.

At Busch Gardens Tampa Bay, guests come closer than ever to lions, zebras, hipopotamuses, giraffes, hyenas and other exotic African creatures. Edge of Africa creates a total sensory experience: Busch Gardens Tampa Bay guests journey on foot through the wilds of Africa.

Something is always new at Sea World of Florida, and in 1997 an exciting lineup of new shows and special programs will again make the park a must-see for Orlando visitors. Key West at Sea World continues to delight guests with the charm and tropical rhythms of the Florida Keys, and the amazing creatures that inhabit surrounding waters. The themed area features up-close encounters with bottlenose dolphins, sea turtles and stingrays, in addition to entertainment, atmosphere and food inspired by the Florida Keys.

Additional information is available on the Anheuser-Busch Theme Park's interactive web site at www.4adventure.com or by calling toll-free (800) 4ADVENTURE. (See ad on Inside Back Cover.)

Convention/Visitors Bureaus

Bradenton Area
Convention & Visitors Bureau
 1 Haben Blvd.
 Palmetto, FL 34221
 (941) 729-9177
 Toll Free (800) 822-2017
 (941) 729-1820 FAX

Central Florida
Convention & Visitors Bureau
 600 N. Broadway Ave., Suite 300
 Lakeland, FL 33831
 (941) 534-4375
 (941) 533-1247 FAX

Cocoa Beach Area
Chamber of Commerce/
Convention & Visitors Bureau
 400 Fortenberry Rd.
 Cocoa Beach, FL 32952
 (407) 459-2200
 (407) 459-2232 FAX

Daytona Beach Area
Convention & Visitors Bureau
 126 E. Orange Ave.
 Daytona Beach, FL 32114
 (904) 255-0415
 Toll Free (800) 544-0415
 (904) 255-5478 FAX

Florida's Space Coast
Office of Tourism
 Melbourne, FL 32940
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Employee services managers can take advantage of the Universal Studios FAN CLUB, an exciting program offered free to companies with more than 100 employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

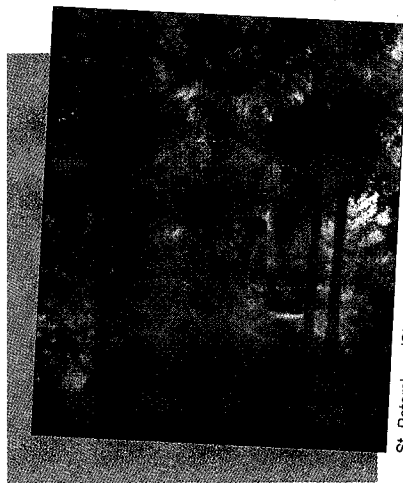
Call or write for details: Universal Studios Florida, 1000 Universal Studios Plaza, Orlando, FL 32819-7605, (407) 363-8214. (See ad on Back Cover.)

**Kissimmee-St. Cloud
Convention & Visitors Bureau**
1925 E. Irlo Bronson Memorial Hwy.
Kissimmee, FL 34742
(407) 847-5000
Toll Free (800) 831-1844
(407) 847-0878 FAX

**Lakeland Area
Chamber of Commerce/
Convention & Visitors Division**
35 Lake Morton Dr.
Lakeland, FL 33801
(941) 688-8551
(941) 683-7454 FAX

**Sarasota Convention &
Visitors Bureau**
655 N. Tamiami Trail
Sarasota, FL 34236
(941) 957-1877
Toll Free (800) 522-9799
(941) 951-2956 FAX

**St. Lucie County Tourist
Development Council**
2300 Virginia Ave.
Fort Pierce, FL 34982
(561) 462-1532
Toll Free (800) 344-TGIF
(561) 462-2132 FAX



St. Petersburg/Clearwater Area CVB

**St. Petersburg/Clearwater Area
Convention & Visitors Bureau**
14450 46th Street North
Clearwater, FL 34622
(813) 464-7200
Toll Free (800) 628-2866
(813) 464-7222 FAX

**Tampa/Hillsborough
Convention & Visitors Bureau**
111 Madison St., Suite 1010
Tampa, FL 33602
(813) 223-1111
Toll Free (800) 826-8358
(813) 229-6616 FAX

Orlando's Card Saves You Money Year-Round — Just Like Magic

The Orlando Magicard™ offers everyone ultimate savings on a variety of area attractions, accommodations, restaurants and shops. Use the Orlando Magicard™ and save!

For a brochure with most current offers, or for additional cards, call (900) 89-MAGIC. (You must be 18 years of age. There will be a \$2.95 charge for a 2 minute call.) Outside the U.S. call (407) 363-5874, weekdays only.

For additional information and current participant offers, write to Orlando Magicard™, P.O. Box 690355, Orlando, FL 32869. Or contact the internet address: <http://www.goflorida.com/orlando>.

Travel Specialists

Florida Vacation Station

2345 Sand Lake Rd., Suite 100
Orlando, FL 32809
(800) 851-3198
(407) 363-7475
(407) 354-2109 FAX

Experience the thrills of Disney, ride the movies at Universal Studios Florida, enjoy exciting theme dinners, take a day trip to the Gulf of Mexico or Daytona Beach (both about an hour away). 4 Days/3 Nights Orlando vacation for \$139. This package includes accommodations in an Orlando area hotel as well as various discount coupons and specials. Call The Florida Vacation Station for more details. (See ad on Inside Front Cover.)

Get-Away Today, Inc.

1491 E. Ridgeline Dr., Suite 300
Ogden, UT 84405
(800) 523-6116
(801) 479-1313
(801) 476-1309 FAX

Get-Away Today is a wholesale travel company, offering discount vacation packages to companies and their employees. Get-Away Today specializes in Walt Disney World-Orlando, Florida; Disneyland Southern California and more! Save up to 40% when choosing Get-Away Today. Call our 800 number or fax us for details. (See ad on page 10.)

Hotel Reservation Network

8140 Walnut Hill Ln., Suite 203
Dallas, TX 75231
(800) 964-6835
(214) 361-7311
(214) 361-7299 FAX

Hotel Reservation Network offers discount hotel rates up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, DC, Chicago, San Francisco, Los Angeles, London, Paris, Orlando and Las Vegas. Stay first class at economy rates. Call for details. (See ad on page 4.)

Hotels/Resorts

Adams Mark Caribbean Gulf Resort

430 S. Gulfview Blvd.
Clearwater, FL 34630
(813) 298-5003
(813) 442-8389 FAX

"A piece of paradise" awaits you on beautiful Clearwater Beach. Here at the Adams Mark Caribbean Gulf Resort you will find luxurious waterfront accommodations overlooking white sands and warm aqua-blue waters of the Gulf of Mexico. The Adams Mark features a large heated pool and whirlpool, superb dining, a high-energy dance club and Florida's most beautiful sunsets from our waterfront Tiki Bar. Championship golf, tennis, boat rental and fishing excursions are nearby. To make your stay as carefree as possible, we offer laundry service, car rental, money exchange, complete tour planning assistance and much more.

Buena Vista Suites

14450 International Dr., W.
P.O. Box 22826
Lake Buena Vista, FL 32830
(800) 537-7737
(407) 239-8588

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort, Buena Vista Suites is in the center of all there is to see and do in Orlando, and convenient to all major attractions. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed - accommodates up to six people (max four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs and a video player. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center and the Disney/MGM Studios. NESRA Suite Travel Club Special - \$99 plus 11 percent tax per suite, per night. Rate subject to availability and advance reservations required. Must request NESRA rate when booking and show company I.D. at check-in. Rate valid through 12/23/97. (See ad below.)

Colony Plaza Hotel (The)

11100 W. Colonial Dr.
Ocoee (West Orlando), FL 34761-2934
(407) 656-3333
(407) 656-2232 FAX

The Colony Plaza Hotel with 300 rooms, two pools, tennis, badminton, volleyball courts, playground, video game room, and gift shop offers a \$35 year-round rate for NESRA members. There is a full-service restaurant, lounge, live entertainment, shopping, restaurants, theatre next door and attractions within a 12-30 minute drive.

Oceans Eleven Resorts

2025 South Atlantic Ave.
Daytona Beach Shores, FL 32118
(904) 257-1950
(904) 253-9935 FAX

Five beautiful oceanfront hotels - 800 rooms, suites and efficiencies. Families and couples love our spacious accommodations, friendly staff and well-kept facilities. Restaurants, lounges, beach-side pool decks, year-round recreation program. At check-in you'll receive a book of coupons worth more than \$1,000 in Daytona Beach and Orlando. Mention the Beach Break Club - save 25%-50%! 1-800-874-7420.

Located just 1-1/2 miles
from WALT DISNEY WORLD®



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FOR RESERVATIONS: 1-800-537-7737 • (407) 239-8588 • FAX (407) 239-1401
14450 International Drive • P.O. Box 22826, Lake Buena Vista, FL 32830

Orlando VACATIONS are Real Suite!

NESRA RATE
\$99 \$119

Queen Suite King Deluxe Suite
(max 4 adults) (max 2 adults)

Rates subject to space availability.
Valid through 12/23/97

You will enjoy the comfort and conveniences of a spacious suite

- Private bedroom & separate living room with sofa bed - accommodates up to 6
- In-suite coffee/tea makers, refrigerator, microwave oven, 2 remote control/cable TVs and a video player, In-suite safe, work desk with chair & 2 telephones with voice mail and data ports - Deluxe suites have King-sized bed & whirlpool tub
- Non-smoking & wheelchair access suites available
- ♦♦♦ 3-Diamond AAA Rating
- Disney Multi-Day Passes Available

Residence Inn by Marriott on Lake Cecile

4786 W. Irlo Bronson Memorial Hwy.
Kissimmee, FL 34746
(407) 396-2056
(407) 396-2909 FAX

The Residence Inn by Marriott on Lake Cecile is an all suite resort on beautiful "Lake Cecile", located only 5 miles from the WALT DISNEY WORLD RESORT AREA. All of our rooms have fully equipped kitchens, most have fireplaces.

Also, included is a complimentary continental buffet each morning. 1-800-468-3027. (See ad on page 5.)



Summerfield Suites Hotels - Orlando

8480 International Dr.
Orlando, FL 32819
(407) 352-2400
(407) 351-1447

Two-bedroom suites in two great Orlando locations, International Drive and Lake Buena Vista. Our hotels offer complimentary continental breakfasts daily, along with our housekeeping and grocery shopping services. When you call 1-800-830-4964 to book the Summerfield Suites ask about our Cruise package or Free Car offer. We look forward to seeing you soon.

Attractions

Delaware North Parks Services of Spaceport, Inc.

Mailcode: DNPS
Kennedy Space Center, FL 32899
(407) 452-2121
(407) 452-3043 FAX

The Kennedy Space Center Visitors Center offers bus tours by the launch pads with a stop at the new 100,000 sq. ft. Apollo/Saturn V Center, three space related IMAX films with the newest "L5 First City In Space" in 3-D and exhibits displaying the past, present and future of the space program.

Florida Leisure

d/b/a Silver Springs
Weeki Wachee Spring
6131 Commercial Way
Spring Hill, FL 34606
(800) 678-9335
(904) 597-1388 FAX

Silver Springs and Weeki Wachee Spring are natural family entertainment parks. Wild Waters and Buccaneer Bay are seasonal waterparks. Call for information on free employee discount cards, discounted group rates and picnics.

Walt Disney World Resort Guests Treated to Thrills During 25th Anniversary Celebration!

Twenty-five years ago, an E-ticket was a coveted coupon promising high-energy thrills for Walt Disney World resort guests. Today, the coupons may be gone but the "E-ticket" thrills are non-stop for 15 months as the Vacation Kingdom celebrates its 25th anniversary. During the 15-month celebration, returning guests will be honored and Disney newcomers will enjoy festivities that include:

Cinderella Castle Cake. It's pink and white and glowing all over with 26 candles representing each year of magic plus one to grow on. The famed Magic Kingdom icon, at 185 feet tall, is transformed into the world's largest anniversary confection.

"Remember the Magic" Parade. Every day in the Magic Kingdom, hundreds of Disney guests can go from spectators to participants in this brand-new interactive parade featuring colorful floats inspired by "The Lion King," "Beauty and the Beast," "Cinderella," "The Little Mermaid," "Aladdin" and "Snow White."

25th Anniversary Welcome Center. So you say you've been to Walt Disney World once, twice, 200 times before? The Magic Kingdom welcomes returning guests, including world leaders and celebrities, in this new Main Street, U.S.A. location. Here, you can sign up to have your name added to the Walt Disney World registry of past guests.

For more information about Walt Disney World Resort, call 407/824-4321 or visit the home page at www.disneyworld.com on the World Wide Web. For reservations, call 407/W-DISNEY or your employee services manager. Specially designed programs for Florida-based companies are also available to employee services managers by calling 407/828-2048.



Walt Disney's Magic Kingdom Club

© Disney

P.O. Box 4489
Anaheim, CA 92803
(714) 781-1550
(714) 781-1540 FAX

The Magic Kingdom Club offers a variety of Disney benefits in Walt Disney World Resort, Disneyland Resort, Disney Cruise Line, on merchandise purchased at Disney Store locations and from the Disney Catalog, and much more. Membership is offered free to qualifying organizations. To apply,

please contact Club Headquarters at the address or telephone number above.

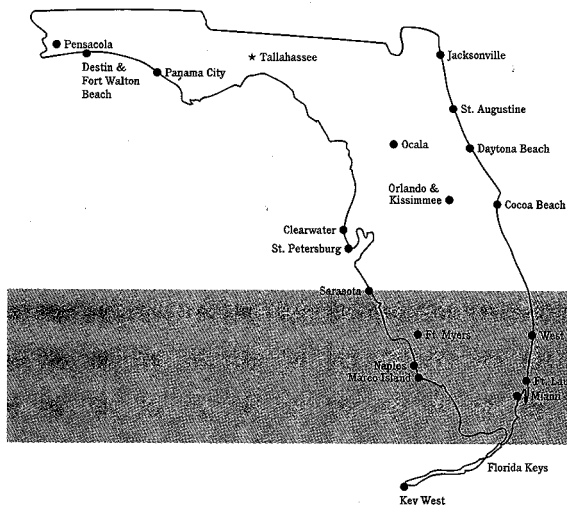
Wet'n Wild Florida, Inc.

6200 International Drive
Orlando, FL 32819-8239
(407) 351-1800
(407) 363-1147 FAX

Get set for a sparkling, splashing, raging relaxing, sun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

South Florida offers the cosmopolitan excitement of Miami, Fort Lauderdale and Palm Beach flavored by a cultural diversity that trails off into a chain of islands known as the Florida Keys. Visitors to Southwest Florida can discover Nature's bounty amid the laid-back appeal of "Old Florida" style coastal resort towns like Naples and Captiva/Sanibel Islands.

South/Keys



Greater Miami CVB

Greater Fort Lauderdale CVB

Greater Fort Lauderdale's New SunFax Offers Callers Instant, Up-To-Date Vacation Information

SunFax-on-Demand, a new fax service created by the Greater Fort Lauderdale Convention & Visitors Bureau, allows employee services managers to obtain instant, up-to-date information on the destination 24 hours a day, with just one phone call. The service will encompass a series of "fax sheets" covering information on attractions, sports, cultural highlights and specific programs which also features a discount coupon page.

For further information, contact the Greater Fort Lauderdale Convention & Visitors Bureau, 1850 Eller Drive, Suite 303, Fort Lauderdale, FL 33316. Telephone: 800-22-SUNNY, ext. 711 (in the U.S. and Canada). Information on Greater Fort Lauderdale is now available on-line at <http://www.co.broward.fl.us/sunny>.

Convention/Visitors Bureaus

**Florida Keys & Key West
Visitors Bureau**
P.O. Box 1147
Key West, FL 33041
(305) 296-1552
Toll Free (800) FLA-KEYS

**Fort Myers Conference
& Convention Council**
2310 Edwards Dr.
Fort Myers, FL 33901
(941) 332-7600
Toll Free (800) 294-9516
(941) 332-332-2242 FAX

**Greater Fort Lauderdale
Convention & Visitors Bureau**
1850 Eller Dr., Suite 303
Fort Lauderdale, FL 33316
(954) 765-4466
Toll Free (800) 356-1662
(954) 765-4467 FAX

**Greater Miami
Convention & Visitors Bureau**
701 Brickell Ave., #2700
Miami, FL 33133
(305) 539-3030
(305) 667-1731 FAX

**Lee County Convention
& Visitors Bureau**
2180 W. First St., Suite 100
Fort Myers, FL 33901
(941) 338-3500
Toll Free (800) 237-6444
(941) 334-1106 FAX
(See ad on page 13.)

World Wide Web Site, Easy-To-Remember Toll-Free Numbers Offers Keys Visitors Vacation Information Kit

Visitors bound for the Florida Keys may get a free vacation information kit, including details on accommodations and other tourism offerings, by calling the Florida Keys & Key West Visitors Bureau or by visiting the Keys' World Wide Web Site.

Toll-free in the United States and Canada, visitors may dial 1-800-FLA-KEYS. From other countries, dial (305) 296-1552. Or write: Florida Keys & Key West Visitors Bureau, P.O. Box 1147, Key West, FL 33041, U.S.A.

Online services users may obtain a wide variety of Keys information by typing <http://www.fl-keys.com>. Information on Key Largo, Islamorada, Marathon Key, the Lower Keys and Key West as well as fishing, cultural events and diving is available at the site. The Keys web pages also provide details on accommodations, shopping, special events and even means of getting to and around the island chain.

**Marco Island & The Everglades
Convention & Visitors Bureau**
1102 N. Collier Blvd.
Marco Island, FL 33937
Toll Free (800) 788-6272
(813) 394-3061 FAX

Naples Area Tourism Bureau
PO Box 10129
Naples, FL 33941
(941) 261-6076
Toll Free (800) 605-7878
(941) 768-9792 FAX

**Palm Beach County
Convention & Visitors Bureau**
1555 Palm Beach Lakes Blvd.,
Suite 204
West Palm Beach, FL 33401
(561) 471-3995
Toll Free (800) 833-5733
(561) 471-3990 FAX

Hotels/Resorts

Holiday Inn Lauderdale by the Sea
4116 North Ocean Dr.
Lauderdale by the Sea, FL 33308
(954) 776-1212
(954) 776-1212 FAX

NESRA members may stay at this newly renovated resort with a private beach for only \$95 December 21, 1996 - April 18, 1997 and \$45 April 19 - December 15, 1997. For oceanviews, add \$15. Enjoy an outdoor pool, Denny's restaurant and complimentary morning coffee. Subject to availability, double occupancy, plus tax. Not valid with other offers.

Attractions



Discovery Zone
110 East Broward Blvd.
Fort Lauderdale, FL 33301
(954) 627-2400

Have you heard about the Corporate V.I.P. Program? Your company can receive up to a \$2.50 per ticket discount* off the regular admission price at Discovery Zone - Today's way to play! Discovery Zone offers families indoor play centers where kids 12 and under can crawl, jump, scream, and eat their way to a roaring good time. Call the corporate office for more information on how to purchase tickets.

*Based on minimum quantity ordered.

Parrot Jungle and Gardens
11000 SW 57th Ave.
Miami, FL 33156
(305) 669-7007
(305) 661-2230 FAX
Internet: www.florida.com/parrotjungle

This unique bird sanctuary, wildlife habitat and botanical garden is celebrating over 60 years of family fun and entertainment. Trained bird show, wildlife show and rainforest adventure, baby apes, alligators, crocodiles, playground and petting zoo. Call for information on corporate picnics, group rates and employee admission discount program.

Florida's Tropical Island Getaway

Call For Information
And A Free Visitor's Guide

800-237-6444

Ask For Jovina

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Cape Coral • Bonita Springs & Beaches • North Fort Myers
Pine Island & Boca Grande • Lehigh Acres

Cruises



The cruise industry is in the middle of an evolutionary change, where capacity keeps growing even though the number of new ships is exceeded by the number of older ships retiring.

Seven new ships have been or will soon be added to the cruising fleet. This represents an increase of 13,456 berths, or an annual capacity of 635,300 passengers.

At the same time, there was a loss of 7,823 berths – an annual capacity of 399,100 passengers – because 13 ships were withdrawn from regular scheduled service in 1996.

After other redeployments, transfer of ships between lines and reconfiguration of vessels, the number of regularly scheduled cruise ships at the beginning of 1997 will stand at 116 ships with 106,441 berths and an annual carrying capacity of 5,708,585 passengers, an increase of 7.6 percent over 1995.

What does this mean to the cruise passenger? Several things:

If you cruise with one of the top lines, it will probably be on a ship carrying 1,500 to 2,000 passengers. If you dislike big ships with constant activities and crowds, you might look into the relatively smaller ships (carrying fewer than 1,000 passengers).

The increase in capacity may not be matched by demand, a good situation for cruise passengers. Employees services managers should watch for some great deals in the Caribbean where capacity has exceeded demand in recent winters.

Cruise Lines / Travel Specialists

Dolphin Cruise Line/Majesty Cruise Line

901 South America Way
Miami, FL 33132-2073
(305) 358-5122
(305) 358-4807 FAX

Dolphin Cruise Line, offering great value, sails up to seven nights to Canada, Mexico and the Caribbean. Elegant Majesty Cruise Line departs Boston for Bermuda in spring/summer; sails three and four nights from Miami to Mexico, Bahamas in fall/winter. Call for offers for NESRA members.

Premier Cruise Lines/The Big Red Boat

400 Challenger Rd.
Cape Canaveral, FL 32920
(407) 783-5061 ext. 2662
(407) 784-9493 FAX

The Big Red Boat offers three and four night deluxe cruises from Port Canaveral, Florida to the Bahamas. You'll visit two beautiful ports and enjoy superb cuisine and full cruise amenities. Substantial discount for NESRA members.

Specialty Travel, Inc.

2600 9th St. N., Suite 501
St. Petersburg, FL 33704
(813) 825-0300
(813) 825-0900 FAX
E-mail: 104356.2264@compuserve.com

Specialty Travel, Inc. of St. Petersburg, FL specializes in all types of cruises, everything from individual vacations, family reunions, corporate meetings, employee benefits, incentive travel and seminars at sea. The official agency for the 1997 S.E. Regional Conference at Sea. NESRA discounts available.

Special T Travel Services, Inc.

529 N. Ferncreek Ave.
Orlando, FL 32803
(800) 393-3191
(407) 896-8680
(407) 898-5899 FAX
Internet: Special.T.Travel@worldnet.ATT.net

Special T Travel Service, Inc. is a full-service cruise travel agency offering discounted Bahama vacation cruise packages, Florida vacations in Orlando, and Caribbean cruises. Specializing in corporate leisure travel for both large and small companies on a group or individual basis.

St. Augustine Scenic Cruise, Inc.

4125 Coastal Hwy.
St. Augustine, FL 32095
(904) 824-1806
(904) 826-0897 FAX

Scenic Cruises on Victory III – Bayfront just south of Bridge of Lions. Narrated sightseeing cruises along St. Augustine's beautiful Bayfront and Matanzas Bay. Bring binoculars and camera to watch dolphin and variety of birds in their natural habitat.

ORDER EXTRA COPIES OF DESTINATIONS IN FLORIDA FOR YOUR EMPLOYEES

Additional copies of DESTINATIONS IN FLORIDA are available for your employees or for inclusion in the Florida travel packet you prepare for them.

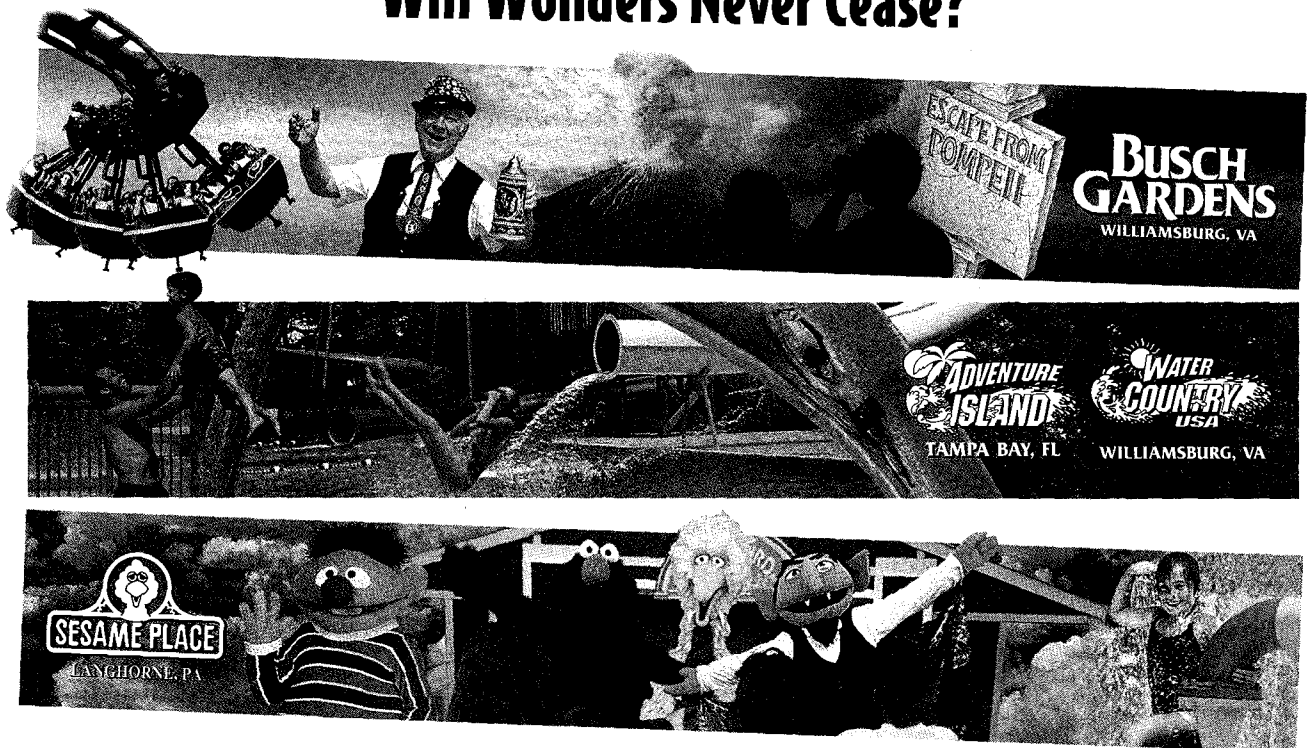
Please send me _____ copies of DESTINATIONS IN FLORIDA @ _____ each.
(Postage and handling included.)

1-50 copies:	.50 each	101-500 copies:	.25 each
51-100 copies:	.35 each	501-1000 copies:	.15 each

Fax your order to NESRA at (630) 368-1286 or call (630) 368-1280.



Will Wonders Never Cease?



All nine Anheuser-Busch Theme Parks offer you new sights, sounds and adventures every day! Experience a bone-chilling trip to the frozen North on *Wild Arctic*™ at Sea World of Florida in Orlando, or enjoy the tropical ambiance of the new *Key West at Sea World*™. Explore the mythical marvels of *Egypt*™ at Busch Gardens Tampa Bay. Thrill your family with fantastic fire and water on *Escape From Pompeii*™ at Busch Gardens Williamsburg. And get up close and personal at our new *Shamu Back Stage*™ at Sea World of California in San Diego. You'll be amazed at the wonders we have in store!



Taking You Where You've Never Been Before™

Discover Orlando's Newest, Most Thrilling Vacation. DESTINATION UNIVERSAL! SM



© Universal Studios Florida



© Sea World of Florida



© Wet 'n Wild, Orlando

Explore a vacation filled with amazing action, heart-stopping thrills and unbelievable fun. The kind you'll find with our new, all-inclusive vacation packages that give you exciting options at a tremendous value for your visit to Orlando.

The Celebrity Vacation Package™

- 3 or more nights hotel accommodations
- Vacation Value Pass™ provides 3 days unlimited admission to Universal Studios Florida®, Sea World® of Florida and Wet 'n Wild®, Orlando plus an extra 2 days FREE*
- Unlimited transportation between DESTINATION UNIVERSALSM hotels and all 3 theme parks
- Early Park Admission to Universal Studios Florida® on select days
- Choice of one lunch or dinner at Hard Rock Cafe®
- Low add-on airfare, car rental and beach packages available

From
\$169
Per Person
Adult Double Occupancy



Join Universal Studios Florida's® **FAN CLUB**, a free membership program available exclusively to companies with 100 or more employees. **FAN CLUB** members enjoy a 10% discount on the purchase of Universal Studios Florida® one-day and two-day passes, and special savings on hotels, air transportation, rental cars and more.

To Enroll Only. Call 1-800-9FAN-CLUB

Book Your Vacation Today
By Calling Toll Free

1-888-322-5535

Or Your Travel Agent

Package is valid for travel until December 31, 1997. Blackout dates apply. Price subject to change based on travel dates and hotel selected. Hotel tax included. Restrictions and penalties may apply. Advance purchase requirements may apply. *Expires 5 days from first day of use. Entertainment is subject to change without notice. Universal City Travel Company™ is registered with the State of Florida as a seller of Travel. Registration no. St.-24215. © 1997 Universal Studios Florida. A Universal Studios/Rank Group Joint Venture. All Rights Reserved.

Blade Fun

Be it blades or wheels, you will have a great time participating in Blade Week. Join us for street hockey in the tennis courts Monday through Thursday mornings. On Thursday afternoon we're off to an indoor ice center to cool off on the ice. Friday we will head down to Magic City to roller-skate and play laser tag. Full-week option only.

Computer Madness

Come join us for a week of Key Pad fun. Explore the computer lab at Prairie School and learn something in the process. The computer clinic will run from 9:00-11:00 Monday through Thursday. Friday we will be going to Sci Tech in Aurora, IL for hands-on science activities.

Half-day option Monday-Thursday plus Friday field trip and full-week option.

Creative Clay Works

You've wanted to work at a pottery wheel since you've seen the movie Ghost. Well, here's your chance. Join us for a two-week session of wheel-throwing and handmolding at the Wustum Museum. Participants will learn techniques, create, fire, paint and glaze their own creations during this two-week course. The first Friday we will be going to Action Territory and then joining the Raiders camp (summer day camp) for the 4th annual overnight. The following Friday we will be going to Great America theme park. In order to gain full experience, attendance for two weeks is essential.

Two week half-day option plus Friday field trips and full two-week option.

Sports Mania

This is the one you've been waiting for! Monday starts off with a golf clinic here at Armstrong Park in the morning and then we'll hit the links at Johnson Park. Tuesday we will have a basketball clinic in the JMBA gym and Wednesday will finish up with a volleyball clinic. The grand finale will begin Thursday as we head up to Green Bay to watch a Packer football practice and spend the night at a local hotel. Friday morning we will visit the Packer Hall of Fame and tour Lambeau Field. Full-week option only.

Outdoor Adventures

This is an exciting extension of our original Dells overnight. The week will start off with paintball at Future World. On Tuesday we will

learn proper techniques for canoeing.

On Wednesday morning we will leave for Wisconsin Dells—a full day before the Raider Camp arrives! We will head into town and visit the shops and attractions that

have made the Dells one of Wisconsin's favorite vacation spots. On Friday we will hope for warm weather and splash around at a water park. Full-week option only.

Drama Club

For all those aspiring actors and actresses, this club is for you! Come along with Steve Folstein, from 1st Stage and Alverno College and experience the life of a stage performer. The two-week clinic will be held here at the JMBA from 9:00-12:00 Monday through Friday. Emphasis will be on workshops, activities and techniques of the acting profession. Children will also produce, direct and act in their own production. Sessions on costume making and scenery props will be included in the afternoons. The clinic will culminate in a performance on the final Friday for the child care center and summer camp. Friday afternoons we will be going to Lake Geneva and a pizza restaurant. Note: In order to gain full experience attendance for two weeks is essential.

Two week half-day option plus Friday field trips and full two-week option available.

This program is offered for eight total weeks from June 17 through August 16 with no camp during the week of July 4th. Should the need arise, we will accommodate 12 year-olds in the Raider Summer Camp (formerly Seniors) during the weeks this program is not in session.

Finally, the homebase for the senior Raiders will be the JMBA racquetball courts. The program will be staffed from 6:30 a.m.-6:00 p.m. ☎



Campers enjoy a day trip to a petting farm.

James Malone is manager of recreation fitness at S.C. Johnson Wax, Racine, Wisconsin.

What You Need to Know About Party Rental Centers

by Sandy Howell,
APR

With rental equipment, you can create the illusion of total extravagance for your next corporate event. You can reinforce your company's image or achieve corporate objectives whether you're arranging an employee Christmas party or planning an important product launch.

In the '90s, just about every type of party equipment you can imagine is for rent—gigantic tents, small canopies, fine serving pieces, party decorations, costumes, food service equipment, coolers, roasters and grills, elaborate lighting, tables, chairs, silverware, china, gazebos, linens, candelabra, portable bars, dance floors, portable toilets, casino equipment. . .the list goes on and on. And it's all for rent.

Some party rental centers even have complete event planning services to help you find caterers, florists, photographers, musicians and professional decorators. Renting the special

equipment for meetings and conventions, health fairs, receptions, open houses, dedication ceremonies, groundbreakings and product launches is the economical solution to the problems of many corporate meeting planners.

Often, party rental stores carry most of the "extras" you'll need for your event, including paper disposables, decorations and even engraved invitations, for convenient one-stop shopping.

List for your rental store

Decide on the date, time, location and approximate number of people who will attend. Set your budget and in addition to the type of special event you will have (a dinner, for example), decide what ambiance you wish to create. Should it be informal or formal, simple or elaborate? (A buffet versus a catered, sit-down dinner.)

If you are planning to rent a tent, find out if there are underground sprinklers, wires, cables

The Solution to Your Home Improvement Problem

Rental centers can be great resources for you and your employees. You can rent party supplies, and your employees can rent party supplies and home improvement tools. Pieces of equipment and hundreds of others that save time and solve problems, are available for rent at rental centers throughout the United States and Canada.

According to the American Rental Association of Moline, IL, although 72 percent of Americans know where they can rent equipment, the average person doesn't realize the range of specialized tools available for many home improvement problems.

Equipment rental stores are good resources for specialized lawn, garden and home improvement equipment that is too expensive or impractical to purchase for occasional use.

By category of equipment, the following is a sampling of the thousands of items available for rent through American Rental Association member stores. Some stores carry all categories of equipment, while others specialize in only some areas.

Construction/Industrial

Bits: Abrasive, Drill, Masonry
Concrete Chutes
Conveyors
Compressors
Drills: Core, Earth, Diamond, Rigs, Rock
Earth Moving Equipment: Backhoes, Loaders, Trenchers
Generators
Heaters and Cooling Equipment
High-reach Equipment
Lighting Equipment
Mini-excavators
Painting Equipment
Pullers: Bearing, Cable, Gear, Stake
Pumps
Scaffolding
Surveying Equipment: Levels, Transits, Laser
Trailers

General Tool

Abrasives: Supplies
Animal Snares
Audio Visual
Automotive Tools and Accessories
Baby Equipment
Business Machines: Typewriters, Fax, etc.
Cameras
Camping, Recreational
Computers: Hardware, Software
Dehumidifiers
Detectors: Cable, Metal, Pipe, Stake, Valve Box

Edgers: Floor, Lawn
Electric Equipment
Flooring Equipment
Furniture: Home, Office
Grinders: Ceiling, Chain, Concrete, Multi-Purpose
Hammers: Chipping, Accessory Tools
Heaters: Gas, LP, Kerosene, Portable, Space
Hose: Air, Discharge, Plastic, Rubber, Suction Water
Insulation: Applicator, Blower, Material
Jacks: Construction, Home, Party Tent
Ladders
Lawn and Garden
Lighting: Party, Plants, Portable, Light Towers, Safety
Painting and Decorating Platforms
Plumbing Equipment
Pumps: Air, Centrifugal, Construction, Dewatering
Racks: Garment
Saws: Band, Chain, Concrete, Cut-off
Signs: Lighted, Portable, LED, Computer, Trailer-Mounted
Staplers: Pneumatic, Manual, Electric, Flooring
Steamers: Garment and Wallpaper
Store Displays: Fixtures
Stripers: Paint, Carpet
Toilets: Portable
Tools: Electric, Industrial, Portable, Power, Maintenance, Masonry, Threading
Torches: Gas, LP, Propane
Trucks: Dealership, Rental, Delivery
Vacuums: Floor, Lawn, Industrial

Party/Special Events

Balloons and Balloon Machines
Banners: Pennants, Flags
Bars, Buffet Servers
Bleachers
Bubble Machines
Candelabra and Candles
Carnival/Fund-raising
Games and Casino Equipment
Centerpieces
Coffee Makers, Servers, China, Glassware, Flatware
Costumes
Dance Floors and Staging
Decorative Theme Party Items
Exhibit Booth Equipment
Floral Items and Services
Fountains and Gazebos
Freezers
Hot Tubs/Portable Pools
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Meeting-room Equipment
Outdoor Cooking and Food Preparation
Tables and Chairs and Tents/Accessories

▼
**Some party
rental
centers even
have
complete
event
planning
services to
help you find
caterers,
florists,
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phers,
musicians
and
professional
decorators.**

or sewer easements at the site. Otherwise, rental personnel will assume the location is free of these potential dangers when erecting the tent.

Selecting a Rental Firm

The rental company you select may depend on the size and type of event you have in mind. Party rental operations range from the small—a department in a general rental store—to the huge, a party rental operation with multi-store chains. You will need to find a firm that has the resources your event requires. Larger operations, of course, have more diverse inventory and more resources to pull together.

Look for a rental center that is a member of a business or trade association, including the American Rental Association and the Canadian Rental Association, whose member rental businesses agree to abide by a code of business ethics.

Ask to see the center's selection of inventory. Are products state-of-the-art or outdated? (For example, if you intend to rent audio visual equipment, can the store supply the best or does the salesperson tell you that what happens to be in stock is what you need?)

Is the store's owner going to be involved with your event? Do you feel the salesperson may be over-promising resources? Do you feel confident the operation is organized? Can it accommodate last-minute changes that often make or break an event? Can it supply you with references?

Terms of the Rental Contract

You have the right to be serviced with the equipment agreed upon in your contract, in top condition, delivered or available on time, and picked up on time.

The rental company has the right to expect you to be responsible for the equipment while it is in your possession, including providing on-site security, when necessary. For example, if you are renting an expensive tent overnight, it's your responsibility to make sure it's still there in top condition in the morning. Some corporations hire night watchmen and purchase special events insurance.

Make sure you understand the store's rental rates, store hours and policy for returns. Rental equipment is available at daily, weekly

or even monthly rates. Generally, the rental store is responsible for equipment maintenance and immediately should replace equipment that breaks down. But when damage occurs because of a customer's negligence or abuse, s/he is responsible for repair or replacement.

Party Rental Equipment Trends

Theme parties are a growing trend for corporate events. One large oil company recently used an environmental and safety theme as the peg on which to open a new plant, including hard hats and balloon rides for participants—in a hot air balloon that looked just like Mother Earth. Other popular themes are country and western, tropical and Hawaiian, and all the props are for rent.

Corporate Consumer Tips

Depending on the time of year your event will take place, allow from 3-6 months lead time for rental companies. If your event is in June, contact the rental center early—at least six months in advance because June is a very busy month for party rentals. You'll want to be sure the equipment you want can be reserved. If your event is in February, a much more leisurely time for rentals, several months in advance probably is enough.

To comparison shop, ask several rental centers for their catalogs of pricing information.

If you are working on a committee for your special event, designate one key person to deal with the rental center. When rental personnel must attend time-consuming committee meetings to get necessary details, the price of the account increases because of the increased demand for their time.



Sandy Howell, APR, is the director of public relations and marketing for the American Rental Association, 1900-19th Street, Moline, Illinois 61265, (800) 334-2177.

Skiing Can be Part of a Cross-Training Program

by Bill Rock

Now that winter is upon us, many people lose the fitness habit. With the excesses of Thanksgiving and Christmas fresh in everyone's mind, somehow it just seems easy to say, "I'll get back on top of my fitness program in the new year."

Instead of hibernating during winter, downhill skiing can be a great way to stay fit and enjoy the outdoors. And, you won't have to start a fitness program in January like you just got up off of the couch!

Even before your employees head off to the slopes, they can start preparing for skiing. A series of sport specific exercises and stretches can be designed to enhance performance on the slopes and reduce the risk of injury. These exercises are training with a goal in mind—to get fit for skiing. It sure adds meaning to those gym workouts, stretching regimens and aerobic sessions. Any qualified personal trainer should be able to prescribe an appropriate skiing specific workout program.

Besides training for skiing, skiing itself provides training in flexibility, leg and back strength, and upper body conditioning. But the

real lure of skiing, is the exhilaration. It's the enjoyment of the outdoors when most people are tucked inside their homes. It's the satisfaction of learning a new skill and of conquering a new challenge. Skiing is a lifetime sport that can improve the quality of anyone's life. And, if there are fitness benefits that come along with it, that's not too bad either.

How do you get your employees involved in skiing? The answer can be simple or more complex depending on where you live. For those of us in the Northeast or in the West, there are many local ski areas to choose from. It's easy to arrange company ski nights, group lesson programs and special discounts for employees. Just contact the sales department at your local resort to make the special arrangements your group needs. Those of you in the South or Midwest, may be faced with booking a ski trip to a skiing destination. Ski trips are no different than any other vacation trip, they can be booked directly through the resorts or through trip operators. Both the local ski areas and the destination resorts cater to the beginning skier with specials on lift, lesson and rental packages. The ski areas want to spread the word and

**Besides****training for****skiing, skiing****itself pro-****vides training****in flexibility,****leg and back****strength, and****upper body****conditioning.**

share what they already know: skiing is a blast!

Whether you commute to your local mountain or book a week long trip, the introduction to the sport remains the same.

Take a lesson. Lessons are not only for first time skiers but for skiers of all ability levels. You would be hard pressed to find anyone at your company that could out-ski some of the professionals working at ski schools across the country. No matter what your employee's ability level, there is always something that can be learned to enhance his/her ability and enjoyment of skiing. Encourage your advanced skiers to take lessons, and they might learn new skills like mogul skiing, skiing the steeps and powder skiing.

For the beginner, a lesson is the logical starting place. Under the watchful eye of a certified instructor, a beginning skier will be taught the basics of skiing. The first lesson includes everything to get a new skier started from an introduction to the equipment, warm up exercises, walking and climbing on skis, balance exercises, the gliding wedge, wedge turns and riding the lift.

After that initial lesson, the new skier is armed with the skills and confidence to have fun and be safe on any beginner trail. Beginner terrain can make up anywhere from 10 percent or more of available terrain at a particular resort.

The great thing about skiing is that you can challenge yourself by choice. That means, that if you are comfortable on the easier terrain, you can stay there all day. And you can have just as much satisfaction and fun as the people on the expert trail. As your confidence and skill level grows, you decide when you are ready to face the challenge of a more difficult trail. It's your choice.

Dress appropriately. It's easy to stay warm in the coldest of environments if dressed properly. If your skiers are warm, they'll have more fun. To stay warm, layering of different pieces of cold weather gear is recommended. Layering is generally divided into the following three areas: Wicking, insulation and weather protection.

The wicking layer is worn next to the skin and is usually a polyester fiber that can "wick" moisture off your skin and allow it to evaporate. The insulation layer keeps heat in and cold out, and can be a sweater, vest, shirt or pullover. The weather protection layer serves as your guard against the elements of winter.

The shell repels water and blocks the wind while letting perspiration evaporate.

A good hat, pair of gloves and warm socks are just the items needed to ensure an enjoyable day of skiing. If you are looking for ways to reduce the cost of a ski outing, keep the following tips in mind. Buy in bulk. If you are traveling in a group or buy lift tickets for two or more days, most resorts will discount the cost of the tickets.

Form a ski club. Traveling ski clubs often can negotiate discounted rates on lifts, lessons, rentals and lodging depending on the resort. If you don't want to form a club of your own, check with some local ski shops about local club activity. Your company may be able to tag along with an already arranged club trip. Go early and go late. At the beginning and end of every ski season is "off-peak" time for many resorts. You can take advantage of this time to save on regular rates. It's also a great time for beginners to learn because the slopes are less crowded. Buy a season pass. There is nothing like skiing whenever you want or have the time. While many seasons passes seem expensive, the more you use it, the better a deal it is. Also, if you are a beginning skier, nothing beats practice. The more often you hit the slopes, the quicker you'll improve. Go mid-week. Mondays through Fridays are slower times for ski resorts, so many are willing to discount tickets during the week. If you have to stay overnight, lodging is also less expensive Mondays through Fridays.

Downhill skiing can be a great way to add motivation to workouts, maintain winter fitness and enjoy the outdoors. It may be just the activity to spice up your winter employee program offering. This winter, set up a ski program to introduce an exhilarating activity to your employee program offering. Your employees will have fun and learn a new sport all at the same time!

Bill Rock, an avid triathlete, skier and snowboarder, is the sales and marketing director at Bristol Mountain Ski & Snowboard Resort in Canandaigua, New York. Bill writes a biweekly fitness column "Fitness First" for The Naples Record, a local newspaper, and is sponsored by PowerBar.



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How to Win the 'Value Revolution'

by Robert Tucker

Your customers are demanding more, yet looking for ways to pay less. You're facing new and hungrier competitors. You're being challenged as never before to differentiate your employee store products in a "commodity" market.

And you're not alone.

▼
**Investigate
how to re-
duce your
customer's
aggravation
and costs at
the same
time.**

A seismic shakeup—a revolution—is altering the relationship between buyers and sellers. Many employee stores assume they must lower prices or perish.

But such a knee-jerk response is misguided. Instead, my research reveals buyers are actually looking for better solutions to their problems, rather than doing business with the low-cost provider. While your prices must be competitive, smart companies are focusing more keenly than ever on their value-added services to win the value revolution. Use these proven strategies to differentiate your employee store—no matter how big or small it is.

Take on the Customer's Problem

Powerful things begin to happen when you go beyond merely trying to sell your products or services and become the customer's consultant, problem-solver, coach, cheerleader and partner.

Example: Tyson Foods, America's top chicken processor, studies the problems of down-chain customers and develops product ideas that benefit everybody. When Americans began to turn away from red meat, McDonald's faced having an out-of-favor main product. Tyson sold McDonald's on Chicken McNuggets™ by demonstrating how the product could be integrated into its kitchens, then developed

ways to prepare, season and deliver it—everything short of cooking it. Tyson today is the exclusive provider of McNuggets and is key supplier to 88 of the top 100 restaurant chains.

Make the Customer's Life Easier

Every business has a "convenience quotient." The customer calculates it by dividing his/her desire for fulfillment by the hassle and annoyance that must be endured to do so. Are you easy to do business with? Are your hours of operation convenient? What about customer-irritating policies, procedures or complicated forms? Offer an extra measure of user-friendliness and you have added value to today's harried consumer.

Example: Plymouth Rock an auto insurer in Boston, smoothes the often-annoying claims adjustment process by having their adjuster come to you. After videotaping the damage, you're issued a check, all in about 20 minutes. The firm now holds the highest customer satisfaction ratings and the lowest cost of doing business of any auto insurer in Massachusetts.

Empower the Customer

This technique is frequently the most cost-effective way to add value for customers. Often overlooked is the need for creativity rather than large marketing expenditures. Consider ways to shift your salesforce from pushing products to providing solutions. In what ways can educating

your customers be turned into your strategic advantage?

Example: Miller Office Systems, Ft. Worth, TX holds customer seminars on avoiding carpal tunnel syndrome, a repetitive-motion condition resulting from improper use of computer keyboards and other office equipment.

Manage the Customer

What if you can't differentiate on the basis of unique products or better prices? Then create unique value-adding services that ingrain your employee store in your customer's life. One way is by taking on unpleasant or complex tasks for the customer. Investigate how to reduce your customer's aggravation and costs at the same time. In the process, you'll become indispensable.

Example: F.D. Titus & Sons, City of Industry, CA a highly profitable health-care products distributor, manages the inventory for doctors' offices and giant hospital chains alike, even going so far as to take its products right into the various departments within clinics and removing packaging materials. In exchange, customers agree to swing all their business to Titus, at negotiated prices.

Provide Responsiveness

Revolution-winning stores eliminate customer waiting by challenging time-based assumptions—that is, the time between the customer's saying "I want to purchase" and when the customer takes possession of the product or receives the service. One way is to offer time guarantees. What might your employee store guarantee?

Involve the Customer

Is a lack of affordability possibly affecting demand for your products/services? How under-served is the low-end in your industry? What aspects of your service might customers be willing to do for themselves in exchange for lower prices?

Example: Ikea, the furniture retailer, offers customers a unique value proposition. In exchange for prices ranging from 25-50 percent off what other retailers charge, customers agree to arrange transportation of purchases and assembly is required.

Provide More Customization

The customer's ability to adapt your product to changing needs adds value to your product.

Offer choices that make sense in today's market. Keep tweaking the mix in constant communication with your customers, salesforce, suppliers and partners.



Robert Tucker is president of The Innovation Resource, Santa Barbara, California. Excerpted from the new book Win the Value Revolution by Robert B. Tucker (Career Press, \$21.99). Tucker is one of the country's top innovation experts and a leading sales and management speaker. For more information, call (800) 239-6681.



In Next Month's Issue of **EMPLOYEE SERVICES MANAGEMENT**

*Contests Can Be
Great Motivators*

Yoga Is Gaining Popularity

*Improving Strained
Relationships at Work*

*Minimizing the Effect
of Problem People*

Network, Network, Network!

There is no better place to network, learn and see program offerings than at NESRA's 56th Annual Conference and Exhibit. Come to the Palmer House Hilton on April 2-6, 1997 for a once-in-a-lifetime chance to increase your professional contacts, network with old and new friends and learn the latest in the Employee Services field. Use the registration form on page 29 to sign up today for the conference.



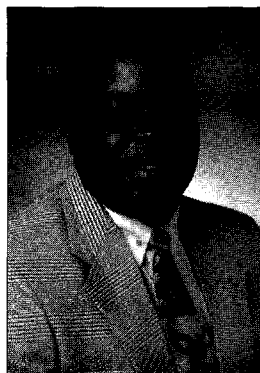
Barb Spurlock
York Health System
York, PA

"To me NESRA means having at my fingertips from the friendly staff, any information I would need at anytime plus the satisfaction of knowing that my questions no matter how trivial will be answered in record time. The National Conference is a wonderful place to network with other fellow professionals that I feel comfort-

able with discussing programs and problems since most delegates have had similar situations in their careers. NESRA is also very aware of all chapter and delegate situations and knows at all times what we need to hear in *Keynotes*, etc., which is always a pleasure to receive along with the published magazine, *Employee Services Management*."

Elaine Bost
Buena Vista Suites
Orlando, FL

"Not only has NESRA helped us fill in the 'blanks' so to speak with our discount programs but also, with advertising through NESRA, people throughout the country now recognize Buena Vista Suites. The shows are successful and they bring together new friends and business associates—a one-of-a-kind program. Thanks NESRA!"



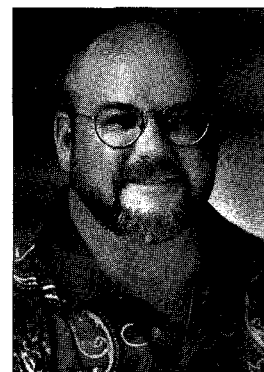
Reginald Watson
Sony Electronic
Cypress, CA

"NESRA has become a very important part of my company. It has allowed my company employees discounts with associate member companies, which gives them the chance to get more for their money. For myself NESRA has been wonderful. The leadership roles allow those like myself to learn about leadership, organiza-

tion, management and teamwork. I've taken on different levels in NESRA and with each I have gained knowledge. But the best part of NESRA by far would have to be the (networking) contacts you make, and the extended family you gain."

Martin Fox
Allied Signal Employees' Club
Phoenix, AZ

"NESRA has been a very important key to the Allied Signal Employees' Club Greater Phoenix area. I started out with a lot of one-on-one consultations with peers, 'exchanging ideas,' giving out feedback sometimes from my own experiences and staying after the NESRA meetings (local) in Phoenix to talk about problems (networking). If I run into a deadend, all I have to do is call one of the NESRA members and usually the problem is taken care of. The Conferences & Exhibits are wonderful. I always get new ideas to implement in our events and a good week of sessions."



Lana Sue Sawyer
Continental Plaza at Los Angeles
Airport, CA & Greater Los Angeles Chapter of Hospitality Sales & Marketing Association, CA

"...I have been an associate member with NESRA through three different hotels that I have represented at NESRA Annual Conferences and Exhibits. The exhibit halls are among the most professionally run and provide the most nationwide exposure to the corporate employee leisure travel market for those in the hospitality industry. I have enjoyed meeting service-oriented people..."



NESRA's
56th Annual Conference and Exhibit
The Palmer House Hilton Hotel, Chicago, Illinois
April 2-6, 1997
Registration Form

Full Name (Print) _____ Common First Name _____
Position: _____ Certification status: ____ CESRA ____ RVESRA
Company _____ Number of Employees _____
Address _____
City _____ State _____ Zip Code _____
Phone _____ Does your company have an employee store? ____ Yes ____ No
Fax _____ Is this your first National Conference? ____ Yes ____ No
Expected date of Arrival _____ Departure _____

Check the session you plan to attend Thursday, April 3, 1997 from 1-4 p.m.

() Employee Services () Chapter Leader Forum () Cutting Edge Strategies () Strategic Leadership Forum
Skill Sharpeners for Employee Stores (CESRAs/CESRLs & RVESRAs only)

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/2/97	After 3/2/97
Delegate-NESRA Member	\$440	\$470
Non-Member Delegate	880	910
Commercial Attendee not exhibiting	550	575
Spouse	215	215
Student	95	95
Retiree	75	75

() Please check if you have disabilities and require special services. Attach a description of your needs.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/97. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Palmer House Hilton. We cannot guarantee room availability after 3/2/97. NESRA Conference room rate at The Palmer House Hilton Hotel is \$114 per night (single or double occupancy). Should you prefer to telephone in your room reservation, the number is (800) HILTONS or (312) 726-7500 X5975. Be sure to state you are part of the NESRA Conference.

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▼ Book Helps Reduce Fitness Drop-Out Rate

In *Enhancing Exercise Motivation: A Guide to*

Increasing Fitness Center Member Retention, by Dr. James J. Annesi, a wide range of psychological research and theory to practical, step-by-step methods are applied to help the beginning exerciser surmount the many barriers to making exercise a regular, healthful and enjoyable habit. The book is directed to the exercise program leader, wellness director and fitness manager, and is also useful to students of the field.

For more information, contact Fitness Management Books, P.O. Box 1198, Solana Beach, CA 92075, (619) 481-4155, FAX (619) 481-4228.



"Ethelred the Unready" fails to prepare so he is missing a vital piece of evidence.

Video Corrects Classic Blunders

"I'd like a word with you." Employees cringe when managers deliver this ominous invitation to discuss poor job performance. Managers should focus on how to improve, not how to punish. That's the advice from *I'd Like a Word With You: The Performance Improvement Interview*. By demonstrating a simple model for helping problem employees find ways to do their jobs better, the program can improve attitudes, teamwork and productivity.

For more information, contact Video Arts Inc., 8614 W. Catalpa Ave., Chicago, IL 60656-1160, (800) 553-0091.

▼ **Guide to Prevent Pregnancy Complications**

The potential for health problems during their pregnancy is a concern for all women. The

HealthyLife® Prenatal Self-Care Guide enables pregnant women to approach common problems they may encounter in a basic and sensible way. By using an easy-to-follow flow chart format, women can determine:

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A variety of topics are covered including anemia, bleeding, heartburn, nausea, premature labor, hypertension and 12 other conditions.

For more information, contact American Institute for Preventive Medicine, 30445 Northwestern Hwy., Suite 350, Farmington Hills, MI 48334, (810) 539-1800, FAX (810) 539-1808.

▼ **Eye-Catching Designs**

Eye-catching designs for letterhead, envelopes, brochures, postcards, business cards and greeting cards are available on pre-printed laser/copier paper. The paper can be run through laser printers, ink jet printers or copiers creating a finished, four-

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▼ **Catalog of Health and Safety**

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The Heart of Leadership: 12 Practices of Courageous Leaders, uncovers the fundamental qualities and practices of passionate leaders and demonstrates how we can all apply these practices to our everyday work and personal experiences.

For details, contact Staub Peterson, 3300 Battleground Ave., Ste. 240, Greensboro, NC 27410, (910) 282-0282, FAX (910) 282-6013. 



Instructions for Sitting Down

“Corporate America spends \$2.7 billion a year on office seating yet studies show as few as one out of 10 workers knows how to adjust his or her chair,” says Rajendra Paul, corporate ergonomist for Haworth, Inc. Haworth’s solution: build the adjustment instructions right into the chair. The company’s ergonomic desk chair, the Improv H.E. (highly ergonomic abbreviated), comes standard with a built-in, pull-out instruction card that explains each ergonomic adjustment. Users can refer to the card while sitting in the chair.

For more information, contact Haworth, Inc., One Haworth Center, Holland, MI 49423-9576, (616) 393-3241, <http://www.haworth-furn.com>.

Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM. If you want to see an update of the entire Buyer's Guide & Services Directory go on the Internet to <http://www.nesra.org>, where some Associates also have hot links to their web sites.

▼ Travel Agents International, Inc.

9887 Fourth St. North,
Ste. 200
St. Petersburg, FL 33702
(813) 576-8241
(813) 579-0529
Contact: Steve Kansagor

Travel Agents International is a franchise of over 330 travel agencies throughout America providing a full range of travel planning services that include corporate and leisure reservations, discounts on cruises and tours, incentive and meeting planning and the organization of local travel clubs.

▼ Transmedia Service Company Inc.


11900 Biscayne Blvd.,
Ste. 460
North Miami, FL 33181
(305) 892-3348
(305) 892-3342 FAX
Contact: Brian Kravitz

Transmedia is the nation's oldest and most pre-eminent dining savings charge card, trading on the New York Stock Exchange as symbol TMN. Members now total over 1,000,000 and save a minimum of 20 percent on food and beverage at over

7,000 restaurants worldwide. Additional benefits include savings at America's favorite mail-order catalogs and leading resorts and lodgings in the U.S. Transmedia has been endorsed by major U.S. Blue Chip companies, nonprofit organizations and financial publications alike.

▼ Travel Buyers Association

546 E. Main St.
Lexington, KY 40508
(606) 226-4215
(606) 226-4355 FAX
Contact: Christy Sisk

Travel Buyers Association (TBA) provides a wide range of association services and benefits to travel buyers/planners—people who coordinate travel programs on a professional or volunteer basis for affinity clubs, special interest groups, customer bases and corporate clients. 

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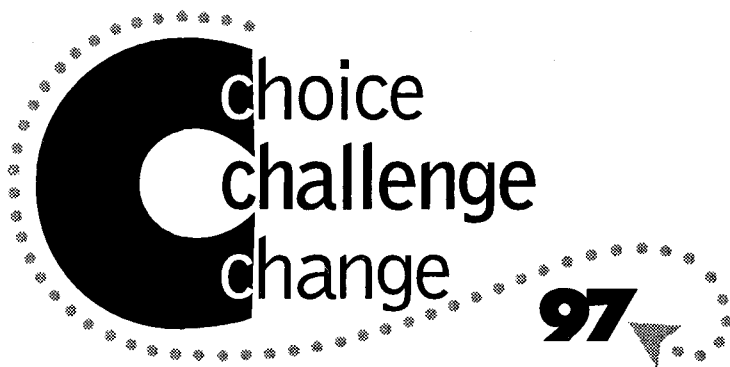
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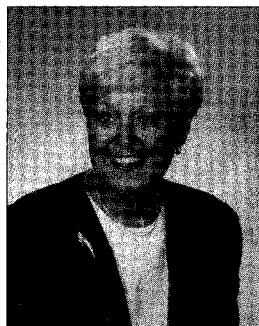
For delegate information,
contact Darrell Goshö at
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Barbara Glanz, president of Barbara Glanz Communications, Inc., based in Western Springs, Illinois is the author of CARE Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work (McGraw-Hill, 1996). She is also the author of The Creative Communicator (Irwin, 1993) and Building Customer Loyalty (Irwin, 1994). As an internationally known speaker, trainer and consultant, Barbara lives and breathes her personal motto: "Spreading Contagious Enthusiasm™." For more information, she can be reached directly at (708) 246-8594; FAX (708) 246-5123.

■ **Encourage daily affirmations throughout the organization.** Land's End and IBM have created small cards to thank one another internally. Other organizations use "Pass It On"™ cards with sayings such as "The difference between ordinary and extraordinary is that little EXTRA!" to give to both employees and customers. A pat on the back, a short note of thanks, or a voice mail message from a manager can refill employees' emotional bank accounts for weeks! A spirit of gratitude throughout an organization will raise the level of all interactions. Create a "Just Because" committee or an "Attitude Support Team" with volunteers who have a passion for the positive.

Treat employees with RESPECT

■ **Sponsor a family day at work.** The American Hospital Association holds an annual "Day for Play at Work" celebration at which families of employees can enjoy games, displays, prizes and a tour of Mom's/Dad's workspace. It is designed to teach family members what it is like to go to work and how important they are in supporting the employee.

■ **Establish a Code of Conduct listing the specific behaviors you will use in interacting with one another.** Gain employee input and ask them to personally sign the Code if they agree to uphold it. Include in it such behaviors as "If I have a concern with someone in the organization, I will go directly to that person." Then, when one employee begins to gripe about someone to another, all the person has to say is, "Remember the Code!" This will do wonders to uplift your workplace.

■ **Pass out their paychecks personally so you get to know all their names.**

■ **Create a human level database.** Collect information such as employees' hobbies; do they play an instrument, sing, draw, or speak a foreign language; special interests such as golf, bridge, tennis; favorite sports; books and movies they like; places they have traveled; organizations and support groups to which they belong. This becomes a terrific way to network internally. Information classes, support groups, travel groups and perhaps even a company choir or band will spring up. People can find others to help them with problems both at work and at home and the company will discover resources it never knew it had. Best of all, employees are seen as whole persons, not just workers!

Be ENTHUSIASTIC about work

■ **Francis Likert said,** "If a high level of performance is to be achieved, it appears to be a necessity for a supervisor or manager to have high performance goals and a contagious enthusiasm as to the importance of these goals." Are you a contagiously enthusiastic manager? Are you helping your employees focus not only on a job description but also on their very important work. How is what they do each day making someone's life better? That new sense of purpose will boost self-esteem and add a depth of meaning for which they are desperate.

■ **Enjoy your employees.** Help them to "lighten up" and not take themselves too seriously. Find ways to poke a little fun at yourself. Research shows that the most productive workplaces have at least ten minutes of laughter every hour. At Artex International the three owners of the company surprised employees at an all-company function by creating a skit. Since they were in the middle of a quality initiative, the owners demonstrated various quality tools to illustrate their varying degrees of hairlessness! It is something the employees will never forget. Have you ever worn a Halloween costume to work when it WASN'T Halloween? How about a dart board with your picture on it in the breakout room?

■ **Work on a community project.** Care about the world outside your lobby. Martin Buber said that the fastest way to overcome depression is to do something for someone else. In organizations we often become so in-focused that we forget there is a needy world outside our doors. Workgroups have helped rehab community playgrounds, built houses for Habitat for Humanity, cleaned up highway areas and even cooked meals for the homeless. Not only is this a teambuilding activity, but it also helps change perceptions about one's own situation.

As managers, you can have a direct impact on the kind of company yours is. Listening to employees, caring about them and their families, creating an atmosphere that promotes joy, and presenting yourself as a human being will result in a workplace that can survive the changes, stress and fear of the unknown as we approach the year 2000.



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Spread Contagious Enthusiasm—Tips to Rebuild Employee Morale

by Barbara A. Glanz

Today's workplace is enveloped by the fear of downsizing, loss of job security, overwhelming changes in technology and the stress of having to do more with less. According to a recent Roper poll, employee morale and job satisfaction are at the lowest point they have been since Roper first began doing the poll decades ago. Managers must recognize this phenomenon and do their best to counteract it if their organizations are going to survive.

Employees need managers who can empathize with their pain and who honestly try to create an environment in which they feel valued and respected despite all the changes going on around them. According to an article by Kenneth Kovach in *Employment Relations Today*, when employees were asked what they valued most about their jobs in 1946, 1981 and again in 1995, the top three things employees reported were:

1. Interesting work
2. Full appreciation for the work they've done and
3. A feeling of being "in" on things

Each of these motivators relates to an element of the type of caring, spirited workplace managers can create for their employees.

COMMUNICATE Creatively/ Regularly

■ **Hold informal "grapevine sessions" to control the flow of the rumor mill.** These open discussions can be held either on a regular basis or can be called by any employee. Managers must be prepared to listen and to be completely truthful and open. Even when they can't share specific information, they can honestly explain why and when it will be available.

■ **Spend time out in the field with employees.** Ask them how you can help make their jobs easier. Work alongside them. Even let them teach you what they do. For example,

Southwest Airlines has a mandate that every manager must spend one-third of his/her time in direct touch with employees and customers to create a stronger feeling of teamwork.

■ **Take at least one employee to breakfast and another to lunch each week.** Ask them for their ideas to improve the organization and thank them for being on your team.

■ **Hold a voluntary "Good News Hour" once a week for 30 minutes before the workday starts.** Everyone can share good things that have happened in their lives and work during the last week.

Create an enjoyable ATMOSPHERE

■ **Celebrate everything you can**—meeting of short-term goals, the end of the budget process, winning grants or new customers, extraordinary work, safety successes. We know that happy employees are more productive employees!

■ **Surprise them with spontaneous treats.** Rent an ice cream cart and take everyone a popsicle. Bring in a popcorn machine. Take coffee and donuts to each person's workstation. Give them a Nestle® 100 GRAND bar with a note saying, "This is what you're worth to me!" How about a package of Lifesavers™ during a stressful time?

■ **Create some special places for employees.** A group of employees at one organization stayed late one night and decorated an empty space all in black. When the rest of the staff returned the next day, a large banner over the entrance read "The Whine Cellar!" They brought in stress toys, cartoon books, treats and stuffed animals and this became everyone's favorite place to go. You might also consider creating a "TIME OUT" place for employees who are over-stressed. Because of a lack of space for this, one organization purchased a Porta-Potty!

(Continued on page 34)

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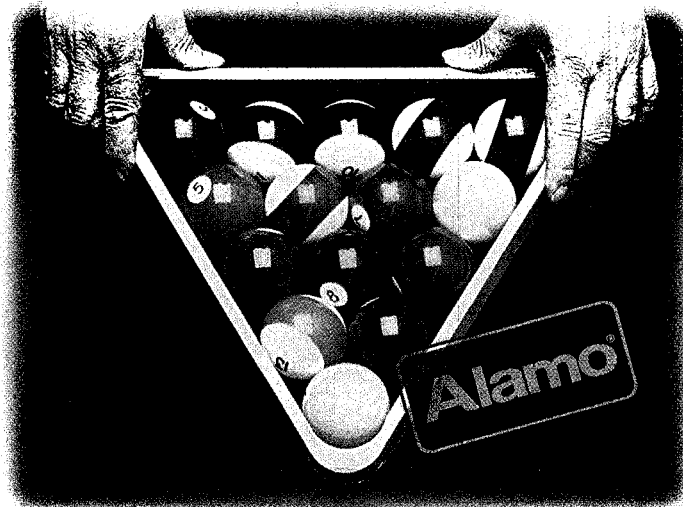
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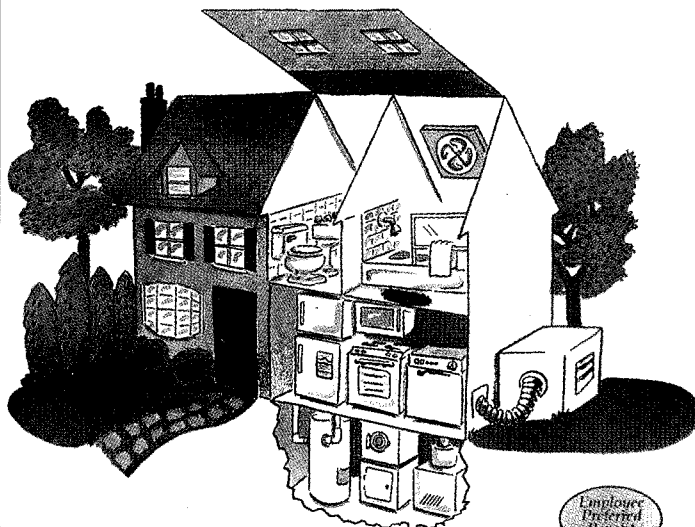
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EMPLOYEE SERVICES MANAGEMENT



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What's a Job Title Anyway?

by Karen G. Beagley
Copy Editor



▼
**What's a job
title anyway?
What is more
important is
the job and
how well it is
done.**

If you have a story idea or know of someone who could be a great author or should be interviewed, call
Cindy Helson,
(630) 368-1280.

I made a realization while desktop publishing this page: I wasn't sure what to call myself. You see I am not your usual editor. I am filling in (as best I can) for Cindy Helson, editor of *Employee Services Management*. As many of you know, Cindy had a baby, Amanda Marie, on Thanksgiving Day. (Mother and baby are doing great!) So while Cindy is attending to more precious responsibilities, I am "acting" as editor.

Normally, I help Cindy with the production of the magazine (among other duties) and I am called copy editor. Though, while serving as temporary editor I wasn't really comfortable referring to myself as editor, because in my mind Cindy is the editor. When I was desktop publishing this page I debated whether to change the head to "temporary editor's page" or something else. Then I decided it really is only a title and since this is where you normally look for the editor's letter the title would stay.

I guess I understand how many of you feel on an ongoing basis. What job title best describes what you do? So many times we are caught up in titles but they really don't mean the same thing to everyone. In *Employee Services*, you do so much, how could your job title possibly reflect all that you do? And all you multi-hatters out there have an additional title: the one for your full-time paid position.

The most important thing we at NESRA can do to assist you in your various roles is to give you a variety of information that will hopefully help you do all parts of your job better. I think this issue of *ESM* definitely will give you encouragement and information for all the different hats you wear. What's a job title anyway? What is more important is the job and how well it is done.



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Minimize the Effect of “Problem People” on Your Meetings

by Rebecca M. Maron

Even the best selection process won't eliminate them: those “problem people” on the committees, task forces and boards you work with. You know who they are—the people who destroy the productivity of your meetings. They monopolize discussions, they find fault with every idea, they keep bringing up the same issues over and over, or they're disruptive in countless little ways—arriving late, leaving early, engaging in side conversations.

You don't need to simply endure their disruptions. You can neutralize their effect with some simple preventive measures and some well-chosen meeting leadership techniques.

Prevention

Sometimes problem behaviors result from poorly-conceived or poorly-executed meetings. Some preventive measures to consider:

- Be sure your meetings are really necessary—agendas should meaningfully engage the participants. Meetings shouldn't last longer than they really need to—even if it's customary to meet for a set period of time.
- Be explicit about the purpose of any given discussion. Is it strictly for information? Is it to plan or strategize? Is it to arrive at a consensus about a particular decision? Being clear about the purpose can help avoid things like someone debating an issue that's intended to be purely informational.
- During complex discussions, take notes on a flip chart. This “group memory” can help remind everyone of what's been said.
- To help balance participation and prevent one or two people from monopolizing the discussion, consider using structured group process techniques. These techniques can include things like the use of small discus-

sion groups, or a simple round-robin approach.

- To help neutralize chronic naysayers, anticipate ahead of time what objective data could enhance the discussion and be sure it's available. Don't allow the group to waste time debating the truth of something—get the data. You might also clearly delineate when the group is generating ideas, as distinct from when it is evaluating them.

On-site Techniques

No amount of prevention is going to avoid every problem behavior, so you need to be prepared with some on-site techniques as well.

A general rule of thumb for dealing with problem people: use a graduated response. Begin with very low-key interventions, using direct confrontation only if the problem behavior persists. Keep in mind that you are acting on behalf of the entire group to improve the quality and productiveness of your time together.

Some Specific Ideas

- Sometimes a group member becomes a self-appointed expert, stifling full participation. One response is to acknowledge the person's expertise, but then emphasize why the entire group needs to discuss the topic—not just rely on the opinion of an expert.
- Don't let interrupters succeed. Interrupt them, simply asking them to let the other person finish.
- If someone becomes really worked up about a topic, suggest they take three minutes to say all they want to say “so they can let go of it,” then move on. Referring to the flip charts, which document that the

Code of Ethics for Members of Nonprofit Boards

author: unknown

As a member of the board team I will:

1. Listen carefully to my teammates.
2. Respect the opinion of my fellow board members.
3. Respect and support the majority decisions of the board.
4. Recognize that all authority is vested in the full board only when it meets in legal session.
5. Keep well-informed of developments relevant to issues that may come before the board.
6. Participate actively in board meetings and actions.
7. Bring to the attention of the board any issues that I believe will have an adverse effect on the organization or those we serve.
8. Attempt to interpret the needs of those we serve to the organization and interpret the actions of the organization to those we serve.
9. Refer complaints to the proper level in the chain of command.
10. Recognize that my job is to ensure that the organization is well-managed, not to manage the organization.
11. Represent all those whom this organization serves and not a particular geographic area or interest group.
12. Consider myself a "trustee" of the organization and do my best to ensure that it is well-maintained, financially secure, growing and always operating in the best interests of those we serve.
13. Always work to learn how to do my job better.
14. Declare conflicts of interest between my personal life and position on the board and abstain from voting when appropriate.

As a member of the board, I will not:

1. Criticize fellow board members or their opinions in or out of the boardroom.
2. Use the organization for my personal advantage or that of my friends or relatives.
3. Discuss the confidential proceedings of the board outside the boardroom.
4. Promise how I will vote on any issue before a meeting.
5. Interfere with the duties of the administrator or undermine his/her authority with staff members.


topic has been discussed before, may also help.

- Sometimes controversial topics can erupt into personal attacks. While there is no easy way to handle this, you must reinforce that the purpose of the discussion is to work on a task, or to focus on ideas, not on individuals.

Problem people will always be with us, but two things can minimize their impact and improve the productivity of your meetings:

- adequate advance preparation and attention to meeting structure;
- gentle, but firm, handling of problem behavior when it happens.

If you'd like to learn more about improving the productivity of your meetings, you will find many helpful suggestions in the following books:

How to Make Meetings Work, by Michael Doyle and David Straus and *We've Got to Start Meeting Like This!* by Roger K. Mosvick and Robert B. Nelson. 

Rebecca M. Maron is a Chicago-based consultant to associations on group process and organization development. She can be reached at (312) 539-7031.



NEWS

IN BRIEF

That's Using Your Brain!

Remember when learning was fun? But as you grew, learning lost its fun. In the September 1996 issue of *Training & Development* magazine, the American Society for Training and Development (ASTD), looked at new learning theories and practices that are taking hold in the workplace to increase workers' performance.

New research, among them Gardner's Multiple Intelligences Theory, has revealed that learning is remarkably enhanced if all parts of the brain are used. Accelerated learning techniques incorporate the use of all parts of the brain and senses to maximize learning potential by stimulating and working in harmony with the physical/environmental, emotional and mental portions of the brain.

Laurence Martel, president of Integrative Learning Systems, Inc., has developed an approach to learning, known as Interlearn, which combines a variety of theories and techniques not usually found within the scope of traditional methods. "Interlearn is a systematic approach that views learners as diverse, highly individual, whole persons who learn best when their senses and emotions, their many kinds of intelligences, and their very diversity are all actively involved in the process of learning. This provides us with the best opportunity to tap into their own learning styles so that the person not only learns and retains the information better, but also learns how to learn better," Martel says.

Nancy Maresh and Susan Fine, partners in Creative Learning International, have created The Internet Game to train people not only how to use the Internet, but also to have them understand how the Internet works. To explain how messages are broken up and sent via the Internet, participants become the words of the sentence. When the signal is given, the "sentence" breaks up, the "words" disperse to their "sites" in the audience, total chaos reigns, until finally the "sentence" regroups on the other side of the room at the "new computer."



bonuses will be adjusted accordingly. The program was designed to reward workers for their contributions to the company, encourage their business literacy and get them involved.

▼ Travelers Spend Cash

Travelers spent an average of \$1,442 on their last pleasure or vacation trip, of which more than 50 percent was paid in cash, reported the Travel Industry Association of America, in *Association Trends*. Credit cards were used for 30 percent of the bill, travelers checks were used for 10 percent and personal checks 9 percent.

▼ Two Strikes and You're Out

Employers today have little tolerance for typos on resumes and generally follow a standard of "two strikes and you're out," according to a recent nationwide survey. Seventy-six percent of executives polled said they would not hire candidates who have one or two typographical errors in their resumes. In

▼ Gold Rush Hits Again

Levi Strauss & Co. announced its intention to pay each employee a bonus in 2002 equivalent to a year's salary, provided certain

flow targets are met, reports *Human Resource Executive*. Through the Global Success Sharing Program, each of the San Francisco-based company's 37,500 employees will receive 10 percent of Levi's cumulative cash flow (earnings before interest,

taxes, depreciation and amortization earned over the next five years). The financial objective is 7.6 billion by 2002.

If the company does not achieve the goal, employees will still receive 10 percent of the total earned. If the company exceeds its goal,

fact, 45 percent said it would take only one typo to eliminate a candidate from consideration.

The survey was developed by OfficeTeam, a staffing service specializing in highly skilled temporary office and administrative professionals. "Spelling errors and other mistakes in a resume can give the impression that you are not detail-oriented or that you lack a genuine interest in the position," says Diane Domeyer, executive director of OfficeTeam.

"No matter how strong your credentials are, keep in mind that even one typo can undermine your chance of being hired."

"Job candidates should not only proofread their resumes and cover letters several times for typographical and grammatical errors, but should also have a relative or friend provide input," Domeyer continues. "Try reading your resume aloud and proofreading it starting from the end. And remember that computer or automated spell checkers won't catch words that are omitted or used improperly."

▼ **A Household Word**

Preliminary results of an Association of Outplacement Consulting Firms International (AOCFI) survey on outplacement reveals that 99.4 percent of companies surveyed are familiar with the outplacement industry. To date, results also reveal that the corporate human

resources staff are the decision makers when it comes to the use and selection of outplacement services.

"These preliminary results confirm that in today's ever-changing work environment, outplacement is here to stay as an integral part of the separation package," says John Poynton, president of AOCFI and president of Clarke, Poynton & Associates, a Chicago-based outplacement firm.

▼ **Business Majors Most Likely to Succeed**

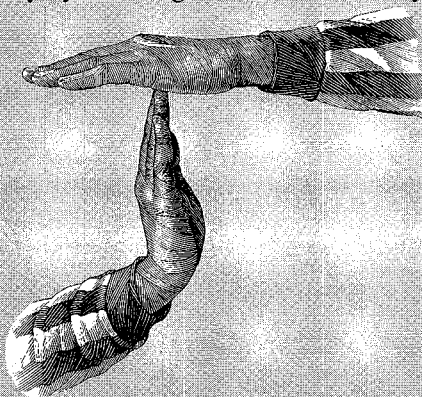
College students faced with the task of declaring a major may benefit from the results of a survey that shows business administration is the major of choice among the nation's leading executives. Close to half (48 percent) of survey respondents ranked business administration as the area of study that best prepares students for future success in the workplace. Computer science was ranked second, garnering 18 percent of the votes.

The results differ significantly from those of a 1990 survey asking the same question of executives. Then, there was a three-way tie between liberal arts, business and computer science.

"A business administration degree provides graduates with a solid foundation in business operations and an excellent springboard for a corporate career," says Max Messmer, chairman of Accountemps, developer of the surveys. "The rapid increase in new

Mental Health Days Should Be Taken

More and more companies are making it possible to take mental-health days honestly by bundling various time-off days so em-



ployees don't have to claim them as vacation or illness when they are neither, says *The Wall*

Street Journal. Other companies offer personal days or compensation time in exchange for overtime work. Mental-health experts advise us to use these days.

For very busy people, dedicating an occasional day to their well-being is just as important as sick days. Anyone who feels inclined to take a mental-health day every week should consider a different job or professional care.

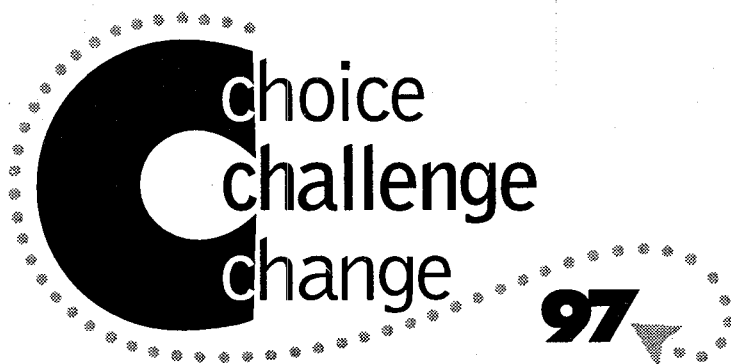
business start-ups and expansion of existing operations are making a business education particularly valuable."

▼ **Dues Payments Are Taxable**

The U.S. Court of Appeals for the Fourth Circuit has affirmed a May 1995 U.S. Tax Court decision finding that dues payments from a certain class of members to the National League of Postmasters of the United States—a 501(c)(5) labor organization—are taxable

as unrelated business income, reports *Forum*.

Though a decision allowing the taxation of dues income is not welcome news, the facts of the Postmasters' case—especially concerning the class of members at issue—appear to be substantially different from the situations most associations face. This decision, along with the guidelines expected from the IRS concerning the tax treatment of associate member dues, may be helpful for associations that are concerned whether dues from certain classes of membership are taxable. ☐



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Contests Can Be Great Motivators

by Bob Nelson

Managers and employees alike know that positive reinforcement—rewarding behavior you want repeated—works. Many companies seek to tailor rewards to specific achievements that are desired in organizations everywhere. Often, this is done by incorporating a reward into some sort of contest that builds anticipation and momentum for obtaining certain desired behaviors.

Contests can be used to encourage a variety of behaviors—on both an individual and group level. While it is important to allow employees to excel and to be recognized for their achievements, contests that focus on promoting the effort of the group entice people to work together because it rewards all of them if the goals are met.

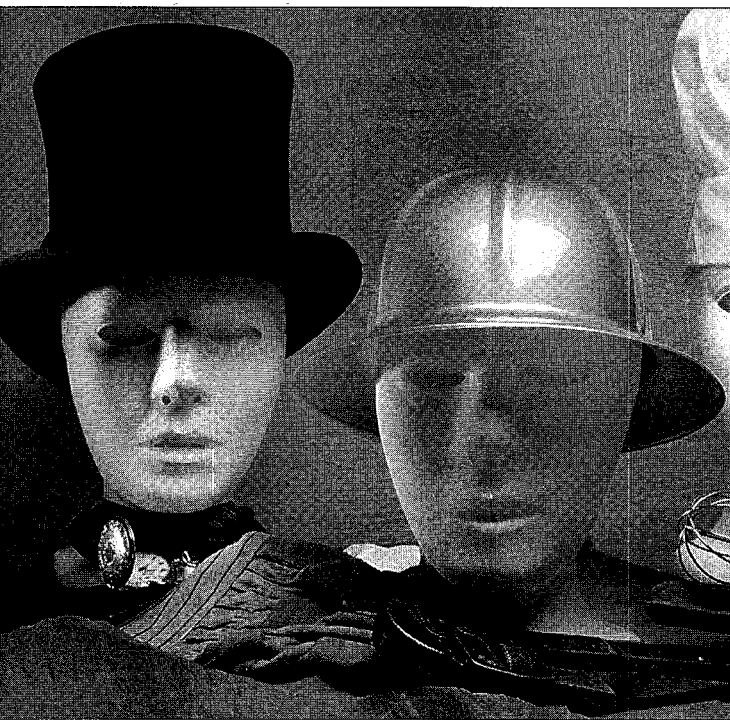
Steps to a Successful Contest

A poorly conceived contest with unrealistic goals can do more harm than good, lowering

morale and reflecting negatively on management. A program that is done well can create loyalty, increase sales and market share, build camaraderie, enhance recruiting efforts, and generate publicity. There are several key steps to keep in mind when creating an effective contest.

- 1. Promote the program and its purpose.** A contest must evoke a sense of drama and adventure into the daily corporate routine. To keep employees' interests, it must be viewed as being fun and exciting—and it's your job to do this. Be careful not to let momentum slide after the launch of the contest. To keep momentum going use staff meetings, company newsletters, and the like to hype the contest throughout its life. Provide regular updates so that employees can see how their performance relates to the overall objectives of the contest.

- 2. Set realistic, achievable and measurable goals.** Nothing is more defeating than dangling a carrot that can never be reached. Employees need to feel all they have to do is put forth a bit more effort in order to reach their goals. Estab-



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lishing attainable goals that can be readily measured is critical in gaining employee support for the program.

Tracking and reporting results on a regular basis keeps employees enthusiastic throughout the contest.

3. Limit

the contest to a short period of time. Short-term objectives that generate fast results are most effective. Two to three months seems to be optimal. Any longer and the contest will lose the feeling of being a special event, and employees will lose interest.

4. Keep the contest rules simple. If a contest is too complex and difficult to keep track of, employees will not participate. Instituting clear and consistent rules helps to eliminate confusion and keeps everyone playing on an even field.

5. Ensure that prizes are desirable to employees. Rewards do not have to be grand. They don't even have to be monetary—the thrill is often in the victory itself. To be motivating, however, rewards should be matched to the unique needs of those people you are trying to motivate. Ideally, employees should select the prize they want to work for. One option is to compile a list of possible prizes and have the employees vote on them. If you do choose the prize, make sure it is something that drives employees to put forth their best effort. And be creative—don't use the same old incentives that you've used for years.

6. Link rewards directly to performance. Employees must have a clear understanding of what level of performance to achieve in order to win. In addition, the prizes must relate specifically to accomplishing the objectives.

7. Give rewards and recognition promptly.

To keep them focused and enthusiastic, share results with employees and recognize their efforts on a daily basis. List the accomplishments on a bulletin board in the office, announce them over the company radio, pager system or e-mail. Employees need—and deserve—an immediate show of gratitude for a job well done.

Encourage a Variety

Contests can be used to motivate employees to achieve a variety of objectives. While all contests should follow the basic steps outlined above, the impact they set out to achieve will differ.

Boost Sales

Contests are commonly used to increase sales. Monetary rewards for sales goals achievements cannot be viewed as a universal incentive that will motivate every employee. Even if your compensation system rewards superior achievements, salespeople hit plateaus. This is where well-thought-out contests come into play. They generate excitement for a specific goal, and reward people for striving to attain it.

Don Lundberg, vice president and cashier of People's National Bank of Kewanee in Kewanee, IL, describes a contest for the marketing of new MasterCard and Visa cards in which employees receive gifts tied to the number of new accounts they open. For each of the first four accounts they open, they receive a flower; for every five additional accounts approved and opened, they win the following items in sequence: a \$5 gift certificate for Dairy Queen, a waiver of card fees, a \$15 gift certificate at a local restaurant, a \$50 savings bond, a day off with pay, a riverboat ticket and \$25 spending money.

Leadership Synergy, a medical billing company in Scottsbluff, NE, implemented a sales program that set out to break past sales records for what was typically a low-selling quarter. The crux of the program was a commitment to send the entire staff to Las Vegas for four days and three nights—all expenses paid—if certain fiscal goals were met. The goals were met and the staff had a great time.

Increase Product Knowledge

Contests are also good vehicles to use to motivate employees to increase their knowledge about the products or services they sell. To promote product knowledge, Business Incentives, a Minneapolis-based performance improvement company, has foreign and domestic car salespeople call an 800 number and take a product knowledge test over the phone. During the test, a computer randomly chooses 15–20 questions out of a pool of roughly 200; salespeople who answer 80 percent of the questions correctly win instant merchandise prizes.

To get them to learn the company's 1,400 types of medical tests, SmithKline Bioscience Laboratories in King of Prussia, PA, launched a product knowledge competition for its 200 salespeople. The contest had three qualifying rounds and semifinals, and then finalists from each region faced off at the company's national sales meeting. Participants received a business-card case engraved with their name and the company's logo and a gold, silver, or bronze insert, depending on how well they did in each round. The seven finalists were awarded plaques, along with \$150 for each gold emblem, \$100 for each silver and \$75 for each bronze emblem earned on the previous tests. The overall winner received \$2,000 and two runners-up received \$1,000 each.

First Security Corporation in Salt Lake City, UT, uses a quiz-show game called SuperKnow to pit teams of branch employees against one another in answering questions about the bank's products and services. The finals are televised on local TV stations, and grand prizes are awarded.

Build Team Spirit

Contests can also be used to boost team spirit and camaraderie of employees. For instance, Hardee's Food Systems, the fast-food chain headquartered in Rocky Mount, NC, held a Competition for Excellence, in which three-person teams from each of more than 2,000 restaurants competed against other Hardees in their districts. The teams were judged by regional managers on the three basic qualifications for fast-food employees—service, product makeup and work area cleanliness—as well as on how well they worked together.

Winning teams advanced to the regional competition, and seven finalists were flown to the company's headquarters. Cash awards were given at each level, with the winners of the na-

tional competition receiving \$1,500 each. All the national finalists were treated like VIPs—they were flown in on the company jet and were whisked around the city by limousine.

The Domino Pizza Distribution Company, based in Ann Arbor, MI, holds an annual company-wide Olympics in which it promotes events ranging from accounting to dough making, vegetable slicing, truck loading, dough catching, and tray scraping. The Olympics awards \$4,000 to national champions in each of 16 categories. The team leader who supervises the most "gold medalists" wins a free vacation.

Contests to Improve Morale

Contests can also be used just to bring a little levity into the workplace. Remington Products, Inc., the personal care products maker based in Bridgeport, CT, held a company contest tied to the theme "What Makes Remington Good." Prizes included a trip to Acapulco, won by an employee who submitted a poem about the company. Blue Cross/Blue Shield Association, headquartered in Chicago, held a contest to select employees to appear in the company's commercials.

Other ideas are limited only by your creativity:

- Hold a raffle for members of an outstanding work group, giving away a night on the town, a weekend retreat, a home computer.
- Have a "Crazy Hat Day" and award prizes for the silliest hat.
- Sponsor a Halloween party in April, and give prizes for the best and scariest costumes.



▼
**Contests can
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objectives.**

- Hold a drawing at weekly staff meetings—give away a breakfast with the boss, a top parking spot for the week, a company coffee mug or t-shirt.

Sometimes it's not enough to tell people they should be happy to have a job. At a time when employees are asked to do more with fewer resources, you want—and need—to reward them for that stretch. Contests that are carefully planned and implemented can be an important way of motivating people to do their best. They can be fun, challenging and, most of all, rewarding.



Bob Nelson is vice president of Blanchard Training and Development, Inc. in San Diego, California and author of 1001 Ways to Reward Employees (Workman) and Managing for Dummies (IDG Books Worldwide). Bob is a Ph.D. candidate in the Executive Management Program at The Claremont Graduate School in Los Angeles and frequently addresses organizations, conferences and associations about how best to motivate today's employees. For more information about booking Bob or Blanchard Training and Development programs and services, call (800) 728-6000.

Criteria for Selecting Prizes to Reward Employees

Prizes to crown an employee incentive campaign should meet most of the following criteria:

- Have lasting value.
- Reflect the effort and quality of the recipient's performance.
- Inspire pride of ownership.
- Be useful.
- Suit the personal taste of the recipient.
- Reflect the best image of the sponsor company.

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Loaded with creative examples of programs offered by today's "Employers of Choice," *Employee Services: A Strategic Component of Business* by NESRA Past President Robert A. Pindroh, CESRA, builds momentum as it defines employee services, identifies trends in society, shifts in the workplace and innovations in employee services. Interviews with dozens of employee services practitioners make this book interesting and easy-to-read.

Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

The ABCs of Satellite Learning Centers

by Mary Anne Ward

The three Rs never had it so good. Just imagine Corporate America taking education under its wing—and its roof. It's a win-win situation for the employer, the employee/parent, the child and the school system.

The Radisson Twin Towers Hotel and Convention Center in Orlando, a national associate member, reports approximately 98 percent of its employees said they would not leave their jobs while their kids were attending the SLC.

Employee Services Management



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Great
education
happens
when
parents, kids
and teachers
come
together in a
learning
situation.

Welcome to the little red schoolhouse of the 90s and the 21st century—the Satellite Learning Center.

What exactly is a Satellite Learning Center (SLC)? It's a public elementary school on private, corporate property. SLCs are attended by the children of the businesses' employees. The company provides the physical space, utilities fees and custodial and maintenance services, while the school system does the rest. An SLC is the ultimate public/private partnership in education.

It Takes A Visionary

The concept of merging business and education evolved nearly 10 years ago, thanks to the vision of then-Superintendent of Dade County (Florida) Schools, Dr. Joseph Fernandez, and the ingenuity of American Bankers Insurance Group (ABIG) in Miami. When Fernandez pleaded his cause—the plight of overcrowded schools—before the area's Chamber of Commerce, ABIG CEO Kirk Landon eagerly responded. Three months later, ABIG opened the nation's first corporate kindergarten on its grounds.

Almost a decade later, ABIG's success is evidenced by the expansion of its SLC, which now serves 225 children in kindergarten through fifth grade. Major businesses nationwide are following suit, among them: 3M, Hewlett-Packard, Target Corporate Headquarters, Honeywell Space Systems, a group of 19 enterprises in downtown Des Moines, Barnett Bank and Orlando Regional Healthcare System (ORHS).

Employer/Employee Benefits

Corporate America is quickly learning that having a school at the worksite cuts down on absenteeism, tardiness and turnover. At ABIG, for example, absenteeism declined by 50 percent, the turnover rate dropped nearly 10 percent, and tardiness is next to nil.

The Radisson Twin Towers Hotel and Convention Center in Orlando, a national associate member, reports approximately 98 percent of its employees said they would not leave their jobs while their kids were attending the SLC. Based on its SLC, the Twin Towers won the National Gold Key Public Relations Achievement Award for Employee Relations.

Having an SLC at the workplace has become a recruiting tool. The Twin Towers, for example, has had innumerable applicants specifically seek employment there based on the excellent reputation of its SLC. Minneapolis-based 3M indicates one of the reasons it is listed among the 100 best companies nationwide for working women is its on-site school. Echoing the Twin Towers, surveys from parents/employees at Bayfront Medical Center in St. Petersburg, FL, indicate they have remained at Bayfront because of the SLC.

During its first year with an SLC, Miami's Mount Sinai Hospital also tracked changes in absenteeism and turnover. Since the results proved so positive, hospital management deemed it unnecessary to continue tracking the statistics.

Currently, there are more SLCs in Florida than any other state, and the number continues to grow. This growth is, in part, due to the state legislature's passage of a law offering for-profit companies a property tax exemption on the land used for the school. However, state legislation is not mandatory to establish SLCs.

While tax breaks are a welcome advantage, businesses also find improvement in non-tangibles such as morale and productivity. Corporate image is enhanced as well, not only among employees, but in the community as a whole. Employee replacement costs, which tend to run high, are kept at a minimum.

Solidifies Relationships

Whether female or male, the employee/parent benefits from having a child in school at the worksite. On-the-job stress is reduced because the child is nearby, thus the employee focuses more on work and gives the employer greater productivity. On the practical side, it's convenient. No commuting back and forth from home to school to work. The child can ride with the parent, adding quality time between them. With the school steps away instead of miles apart, the parent is easily available for teacher conferences, if a child becomes ill or has another special need.

Parents are more likely to volunteer at an SLC. In fact, there is such pride with the on-site school that oftentimes non-parent employees offer their time and energy. Children and parents can sit side-by-side during lunch breaks. The child, too, gains an awareness of his/her parent's job. It fortifies the parent/child relationship.

Most importantly, the more actively the parent participates in the child's education, the better educated that child will be. Great education happens when parents, kids and teachers come together in a learning situation. Such is the case with an SLC.

Children gain quality education from the SLC experience, where typically the teacher/child ratio is 25 or less. An added advantage is the socio-economic diversity, where a janitor's son can be schooled right next to a CEO's daughter.

School Board Involvement

Where does the local school board come into play? It provides the teachers, curriculum and supplies. The SLC is affiliated with the nearest public elementary school, with that school's principal supervising the SLC. For certain activities, such as field trips, the children are transported to their nearby elementary school. The SLC reduces strain on the public school system by supplying physical space, utilities and custodial/and maintenance services, thus saving taxpayer dollars.

Most SLCs start with kindergarten and add one grade level per year, generally up to third grade. According to Sarah Sprinkel, early childhood program specialist for the Orange County (FL) School System, after the third grade, "We believe that's when it's time to be at their own school. Peer group socialization is more powerful then."

All traditional school board rules and regulations apply to operations at an SLC, with one exception unique to SLCs: when an employee/parent leaves the company. In this case, the child remains enrolled in the SLC until the end of the next marking period, then is transferred to his/her neighborhood school.

Family-Friendly SLCs

Schools At Work joined with Sprinkel to get the Orlando Regional Healthcare System (ORHS) SLC off the ground. Sprinkel says, "Hospitals are a natural for Satellite Learning Centers. Usually, there's one class. At ORHS, it was an ambitious project to begin with three classes." Feedback has been positive. She adds, "Satellite Learning Centers are more than family-friendly. They project that whole-family-oriented feeling."

Ellen McLatchey, home life/work life team

Employee Services Management

The Benefits of a Satellite Learning Center

- Lowers employee absenteeism
- Decreases employee turnover
- Reduces employee tardiness
- Offers diversity of socio-economic levels
- Eases overcrowding of public schools
- Encourages parental involvement in child's education
- Saves taxpayers money
- Allows additional quality time between parent and child
- Enhances corporate image
- Alleviates on-the-job stress for employee
- Affords employee convenience
- Improves morale in the workplace
- Furnishes employer with strong recruiting tool
- Promotes child's awareness of parent's workplace
- Provides quality education
- Links business with youth activities

Corporate Responsibilities

- Determine project leadership
- Initial and ongoing utilities fees
- Physical space
- Playground installation
- Custodial, maintenance and security services
- Parking for school personnel

Mary Anne Ward is founder and president of the Orlando-based Schools At Work, a national consulting firm that specializes in the development of Satellite Learning Centers. As director of On Location Education since 1990, she has worked within the film and television industry to coordinate schooling on the set for young performers. Previously, she served as a court liaison for one of Central Florida's leading child advocate judges.

For more information on SLCs, contact Schools At Work by phone at (407) 352-7228, by e-mail at sawork@netpass.com, or via the internet at www.soundelux.com/schools.




leader at ORHS, explains that 75 percent of the hospital's employees (7,000) are female, many of whom expressed an interest in an on-site school and/or daycare facility. She says, "We recognized this was something we could give back to our employees at a relatively low cost. It just made sense. It was a win-win situation."

ORHS provided the land, covered with oak trees, and rented the portable classrooms. The hospital also incurred the cost for the land preparation and a playground. As with many SLCs, before and after school care was offered. "We looked at daycare and the school at the same time," notes McLatchey. At ORHS, staff from the local YMCA handle the daycare.

Opening just last August, there are three portables, two for kindergarten, and one for the first grade. "Kids seem to love it," enthuses McLatchey. "They keep in touch with their parents. And the before and after care works well. It's a tremendous family benefit. And, all employees—not just those using it—are proud of the school."

There's already a waiting list for next year at ORHS. In fact, this remains one of the few drawbacks to an SLC. Each SLC derives its own system, but generally, there's a lottery system that's completely neutral. The exception might be priority to siblings. Another downside is the SLC must utilize amenities from its associated elementary school—i.e. library, special activities. However, the pros far outweigh the cons.

As we approach the next millennium, recruiting and retaining quality employees will continue to be among the most critical issues impacting a company's bottom-line success. SLCs are an exciting, new way for employee services managers to stay one step ahead of the competition, while helping employees find a simpler way to juggle work and family life. An SLC benefits everyone in the community, from taxpayers to tots. Investigating how an SLC can benefit your company may just be the best "homework" you do this year. 

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Improving Strained Relationships At Work

by Dr. Michael O'Brien

**Is there someone at work that you can't seem to get along with,
no matter what you do?**

Is there someone—whether a manager, a subordinate or peer—that you're always butting heads with? Or maybe there's someone who you don't overtly argue with, but who you spend an awful lot of time bad-mouthing or simply avoiding?

If any of this sounds like you, it's time for a tune-up.

While no relationship can be smooth-sailing all the time, when a work relationship gets so strained there are constant flare-ups, heated shouting matches or simply a total avoidance of one another, it is time to get things back on track. Poor work relationships can interfere tremendously not only with your on-the-job productivity, but with your personal happiness. They can make coming to work a real chore and eventually have a ripple effect and even push you out of a job. They can also interfere with the happiness and productivity of others around you.

Old Habits Are Strong

First, realize that learning and change are not easy. People tend to make the same mistakes over and over again, despite the fact that they know they should change or do something different. Think about it—how many times have you sworn you wouldn't lose your temper with a co-worker and then you go ahead and do it yet again? How many times have you said

you would not let someone upset you, but then you let them get to you anyway?

Why is it so hard to change? The good news is there really is a physiological reason why change is so tough for adults, but let's begin at the beginning.

Within the first six months of life, the human brain doubles in neural capacity, doubling again by age four and growing rapidly until adolescence. The body has about a hundred billion nerve cells, and every time the brain thinks a thought, a record of the transaction is preserved in the neural archives of muscle, blood, bone and organ. Experience shapes us. Events compose our lives. During a mysterious three-week period of adolescence, however, the metabolism of the brain is cut in half. At that point, we are biologically wired with what Dr. Robert B. Livingston, professor of neuroscience at the University of California in San Diego and one of the nation's leading brain researchers, calls our own "world view." It is never a perfect picture of reality—for biological reasons it can't be.

Thus, as adults our brains are literally hard-wired. A child's brain is designed to learn. Adults' brains, on the other hand, are designed to churn what we already know over and over again, collecting more evidence for what we already "know" to be true. That's why we cannot learn anymore. We cannot change readily or easily, especially if the change to be undertaken contradicts what we already know,

▼
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believe or practice. However, while change is hard, it is not impossible. As adults, it simply takes more discipline to learn.

Getting Relationships On Track

So back to you and your co-worker, subordinate or manager who you can't seem to get along with. The first step is to realize that your relationship problem is fundamentally a *learning* problem and can't be solved with your usual problem-solving methods. Improving this relationship will involve unlearning old habits of thought and behavior and learning new ones.

Second, now think about your relationship with the person whom you can't get along with. Do an inventory of your current mental models (your habits of thought and beliefs about yourself, the manager and your current situation). What beliefs do you have about him/her? What beliefs do you have about what motivates him/her or what you think s/he is "up to?" For instance, maybe you think your boss is out to get you. Or maybe you think s/he wants to make you look bad in front of others because s/he feels threatened by you and thinks you want his/her job.

Next, look at your habitual behaviors. When the manager does what s/he normally does, what do you do? Notice these are *your responses*. For instance, if your boss always seems to attack you in staff meetings, notice how this makes you feel. This is your reaction.

Now, try to frame some new beliefs, thoughts and behaviors that would be more satisfying or productive. For instance, imagine how your manager sees your relationship. Could you talk to your manager about what s/he sees the relationship as? Be curious and appreciative of his/her point of view. The two of you might even talk about what you want in the relationship and give each other suggestions on new habits to try. For example, let's say you think your boss is always taking credit for your work. When you sit down and talk to him/her, maybe s/he'll be surprised to hear you say this and will tell you s/he thought s/he was giving you credit!


Next, start paying close attention to your thoughts and behaviors related to your manager and your relationship. Even keep a journal in your desk or nearby to jot down your thoughts. Notice when old habits begin to come up. Each time you notice the old thoughts that you want to get rid of (i.e. un-

learn) you move a step closer to change. Notice the old thoughts, acknowledge that they are your experience and tell yourself what the new desired thoughts and behaviors are. Believe it or not, with some concentration on your part, over time, the old will begin to fade and the new will begin to take hold.

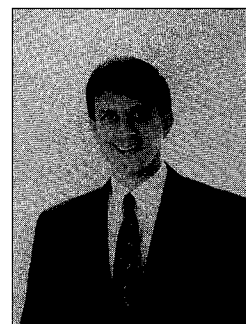
Change of this nature does take time, and you must stick with it. You took years to build and reinforce your current mental models that are actually hundreds of thousands of neural connections, and they won't disconnect overnight. It can take months for new neural connections to become stronger than the old ones.

Conclusion

For best results, start small! Don't take on your toughest relationship as your first project. Start with one that needs just a little bit of work. Also, realize that no matter what you do to yourself, you won't be able to change other people—they'll have to change themselves. But the best way to influence others is to change yourself.

Remember the key to change is awareness and consistently exposing your own habits of thoughts and actions until what was automatic and unconscious becomes conscious and available for change. Over time you'll find you can improve your relationships at work, allowing you to eventually move forward in your career and making work a whole lot more pleasant to you—and those around you. 

Dr. Michael O'Brien is president of O'Brien Learning Systems, an organizational development firm located in Cincinnati. He and his associates specialize in executive coaching and team development. Dr. O'Brien is the author of Profit From Experience: How to Make the Most of Your Learning and Your Life (Bard Books). He can be reached at (513) 831-8042.



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American Family Day Corporation	702	Mkg. Corp.	809	On A Shoe String	812
Amerisuites	912	Florida's Space Coast		Opryland USA	406
Anheuser-Busch		Office Of Tourism	503	Orlando/Orange County	
Theme Parks	400, 402	Florida Vacation Station	610	C&V Bureau	601
Antigua Sportswear Inc.	820	Fun Services	102	Orrefors Kosta Boda Inc.	716
Best Western		Fujicolor Photo Service	909, 911	Pacifica Hotel Company	518
International, Inc.	415	Gamla Enterprises	412	Palm Springs Aerial	
Bradenton Area		Gear For Sports	805, 807	Tramway	504
C&V Bureau	410	Geneva Watch/		Philips Consumer	
Brunswick Recreation		Fada Industries	1108	Electronics Co.	816
Centers	713	Get Away Today	818	Planet Hollywood	612
Bulova Corporation	418	Global Holidays, Inc.	502	Princess Vacations	706
Business Innovations	507	Grand Resort Hotel &		Quad Cities C&V Bureau	1200
Caesars Pocono Resorts	1104	Convention Center	913	Qualex	510, 512
Camp Snoopy	916	H.F.S. Inc.	813	R.J. Roberts & Company	806
Cape Canaveral		Hinsdale Furriers	1302	Radisson Plaza	
Cruise Line	611	Homestead Mortgage		Hotel Orlando	608
Century Products		Company	705	Rawlings Sporting	
Company	811	Howard Johnson Park		Goods Company	404
Choice Hotels, Int'l	1115, 1116	Square Inn	203	Recycled Paper Greetings	703
Collette Tours	1103	International Diamond		Risk Management	720
Continental Plaza		Center	1306	Salons USA	1405
Hotel LAX	715	JC Penney Incentive		San Diego Zoo/	
Cruise America	1111	Sales	1300	Wild Animal Park	615
D.M. Merchandise	1110	J.R. Specialties, Inc.	700	Sayings For You	712
Diversified Sales &		Jordan Worldwide	101	Silver Dollar City, Inc.	704
Leasing Company	1302	Kissimmee-St. Cloud		Special T Travel	
Don Mc Laughlin's		C&V Bureau	1201, 1203	Service Inc.	613
Riverside Resort Hotel	1003	Knott's Berry Farm	914	Specialty Travel Inc.	1304
Edgewater Hotel	1007	Kona Kai Resort & Marina	616	Swingster	409, 411
Employee Printing Services	416	Konica Quality Photo East	618	Swissair	710
Enjoy Florida Hotels	1205	La Quinta Inns & Suites	800	Tarco	810
Entertainment		Las Vegas C&V Authority	801	The Book Company	918
Publications, Inc.	1105	Laughlin Visitors Bureau	1005	The Direct Company	1101
Excalibur Hotel/Casino	808	Lee County V&C Bureau	711	Toy & Gift Connection	802
Executive Tour & Travel		Lester Lampert Corporate	804	Trans Media Service	
Service, Inc.	1100	Let's Get Organized	201	Company, Inc.	709
Fairway Products TM	508	Loew/Sony Theatres	708	Travelodge Hotel	
Fitness Systems	718	Marriott Hotels		Main Gate East	1204
Florida Keys & Key West Tourist		Of Tampa	1303	Ultradata Systems Inc.	1106
		Motel 6	500	United Artists	
				Theatres	803

Employees are counting on you to scout out the best quality at the best prices! Develop a plan and work it to make educated buying decisions.

Those who have a systematic plan and who work their plan, can easily double their productivity and gain more valuable information.

■ Start now to choose what you want to see. Write down the products and services that relate to your program now, or may in the future. Don't forget to get input from your co-workers and other associates in your program.

■ Have a strategy before entering the Exhibit Hall. Make a list of the exhibitors, new and old you want to see. Consider scheduling an additional appointment at a time other than during exhibit hours with key suppliers.

■ Do a complete walk through of the Exhibit Hall to get an overall impression of the exhibitors. Don't talk business the first time through but do say hello to those you are currently working with.

■ Then take a break to make notes and review the list you prepared back in the office. You will want to write down key questions to ask exhibitors. If you have colleagues from your firm at the conference, this is an ideal time to

compare notes.

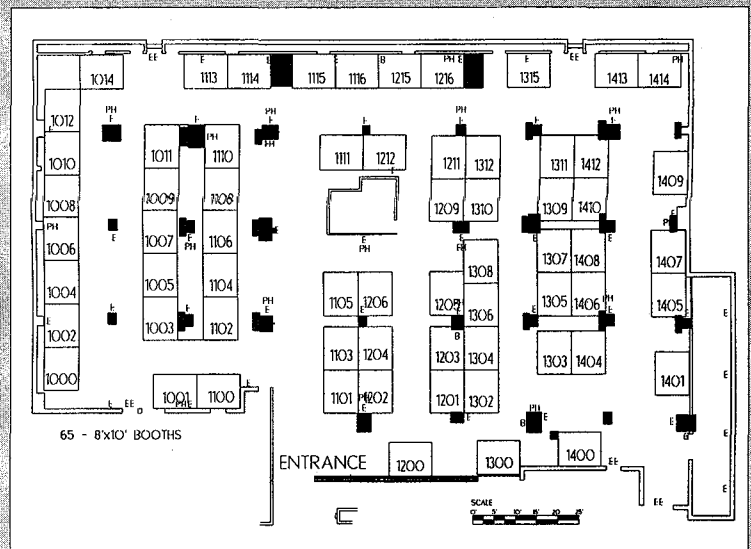
■ Now, armed with your notes and questions, start through the hall again. Visit every booth, including competitors of your current suppliers. Get the latest information on products and services displayed. Get essential information from exhibitors, but don't overload yourself.

Remember that the end result of a well planned exhibit hall experience will make you more knowledgeable to make informed decisions. The exhibitors will benefit also as they deal with buyers who have a goal to improve their employee services programs.

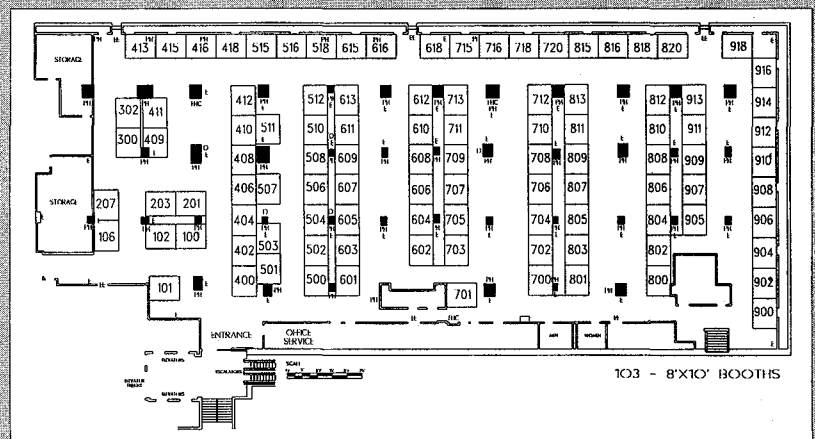
Universal Studios Florida	602, 604
Universal Studios Hollywood	606
Uphill Down USA	100
Walt Disney's Magic Kingdom Club	515, 516
White Widow	815
Woodway USA	408

**List includes all exhibitors that registered prior to February 1, 1997*

3rd Floor Exhibit Hall



4th Floor Exhibit Hall



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The Palmer House Hilton Hotel, Chicago, Illinois
April 2-6, 1997
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Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Does your company have an employee store? ____ Yes ____ No

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Expected date of Arrival _____ Departure _____

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1	2	3	4	5
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When Your Company Goes Fishin...

by Marty Greenstein

In the grand old summertime tradition, the shopkeeper locks-up early and takes the clerks and counter people off to the local ice cream parlor for hot fudge sundaes...and if the shopkeeper wanted employees to feel like they were part of the "family," once a year they would be invited to enjoy a barbeque at the family home.

Well, we've come a long way baby! The hot fudge sundae and the barbeque in the boss' backyard have become far more sophisticated and have taken on new and exciting dimensions.

Given the goals for employee wellness and team building as we reach for the 21st century, it takes much more than "not burning the hot dogs" to ensure the success of the "Company Picnic."

Today's economy demands that when we expend company funds to produce an event, the event must show positive and measurable results. Over the years, the company picnic has proven to be a great opportunity to perk up morale, participate in a practical and fun experience with a team-building Olympic tournament and to create the feeling that your company is indeed a real family of families.

OK, sounds good! But there are questions you must answer before you begin your adven-

ture. Should you produce this event yourself, in house? Or should you act as your own event producer and hire outside help? Would it be better if you engage a professional planner who would assemble and coordinate a team of professionals who will respect the integrity of your event? What will be the most cost effective approach to a successful event?

Clearly you have been there before, you know what needs to be done. BUT, do you have the time and in-house staff to spare? Who will pick up the food? Where will you refrigerate and store the food and who will bring it to the picnic site? Who will cook, serve and clean up? What will you do with the beverages and food that are left over? Who will arrange and coordinate the entertainment? Who will organize the games the day of the picnic? So many questions!

It's a matter of perspective. Inviting employees to be involved in the planning, production and execution of the event makes it a real team-building exercise. Planning will extend over a period of time and it will allow both you and upper management to see and measure the results of your team effort.

On the other hand, if your team designs the event with the help of a professional event planner, you can use company time to oversee

▼
**How often
have we
heard "The
Company
That Plays
Together
Stays
Together"?**

the event. You and your committee's time may be better invested in publicizing the event and organizing teams for the fun Olympics. Clearly you would be guaranteeing greater participation and more attendance.

If you plan correctly, your event will be remembered as having shown your ability as a team leader both during the period leading up to, as well as the event itself. This is a win-win event!

The 90s are destined to be remembered as the "Team Building Decade." Let's add to the team-building perspective. If your plans are really on target, your team-building Olympics will feature teams that are made up of employees from every walk of corporate life. Your teams should be representative of as many different departments as possible. The better the mix, the stronger the event. How often have we heard "The Company That Plays Together Stays Together?"

We know the children will participate in the activities and the Olympic program guarantees the involvement of many adults who normally might not participate. Your well-designed Olympic program will demonstrate the wisdom of combining a team building with a social event.

The first thing we think about when planning a picnic is the food. If the food was plentiful, tasty and served properly the major focus will shift to the entertainment. How busy were the children? How successful was the adult program you put in place? Did you get the adults involved? Did you tie it all together?


Play great music soft enough to allow conversation but loud enough to create positive energy to set the mood. It is important that the announcer be provided by the company producing the Olympics, that person will be famil-

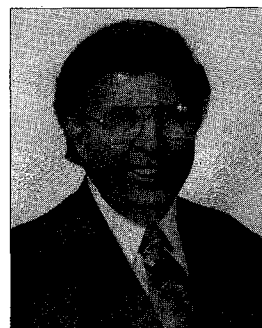
iar with the program and will design music, commentary and party direction to support the program.

It is best that the Olympic teams are created prior to the event. This will accomplish several things

- Pre-picnic hype is increased
- Team-building programs are enhanced
- Party time isn't lost trying to encourage guests to participate
- Olympians, families and friends arrive with a greater sense of anticipation
- Substantially more guests participate in the organized activities than might ordinarily play. They also play with greater resolve and for longer periods of time.

When management measures the success of your event, they will measure it as a total package. The bottom line is, when they think about your event will their thoughts reflect whether the event was an energetic one or was it flat?

Every fine recipe for success you create has its own delicate balance of fine ingredients. When you treat the totality of the events that have been entrusted to your care, like those fine recipes, you will have joined the best of the 90s event planners. You will be known as a "Memory Maker." 



Martin Greenstein is president of Enchanted Parties, Ronkonkoma, New York. He can be reached at (516) 467-6628.

Closing the Sale

by Elly Valas

Most sales presentations follow a predictable pattern. When I ask participants in my sales training seminars how their time with each prospect is spent, the answers almost always are the same.

When initially approached, the sales associates usually attempt to greet or warm up a customer by saying something like, "Hi! Welcome to the employee store. What can I help you find?" Inevitably, the customer's response is, "I'm just looking."

At this point, the sales associate may give up, try to point out major areas in the store or attempt to gain the customer's attention in some other way.

A better way to approach customers is to treat them like invited guests in a home. When a customer comes in, a smile and a wave is more comforting than a mad dash toward them.

Begin a friendly conversation with a customer to gain rapport. Ask open-ended questions encouraging a prospect to chat.

When the customer has been greeted, the salesperson introduced and rapport established, the sales associate finally has the opportunity to begin a product demonstration. A majority of time with a prospective buyer usually is spent showing him/her a broad selection of products.

In many cases, sales associates will continue to show products until they have explained the features of all the models on the floor or the

customer "cries uncle" and points out the item s/he wants to buy. These "self-closing" customers are preferred by most sales associates.

Not Just Looking

The problem with this traditional approach is that few independent retailers close more than 35 percent of the customers who visit their stores. Because today's customers have minimal time to shop before purchasing, most people go into stores ready to buy.

I estimate approximately 85 percent of the customers in stores really are buyers and not "just looking." If your store is closing only 35 percent of them, the remaining 50 percent—half the customers in your store—must be leaving to buy from someplace else.

Customers who have minimal understanding of the products offered or who need guidance in making complex buying decisions will seek out the assistance of a competent sales associate. That associate has to be willing to take the time to ask probing questions and ensure that the products demonstrated meet the needs outlined by the customer.

Customers who have been shown a limited number of products by a sales associate and choose among them are more likely to make a purchase and remain loyal to the store and

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A better way to approach customers is to treat them like invited guests in a home.

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A series of questions asked during the presentation helps ensure that the products being shown meet the customer's needs.

sales associate who assisted them.

In a customer-focused sales presentation, closing is a crucial customer service. It helps customers retain control of their buying decisions and choose the products they feel are most appropriate.

Brush Up Your Close

When asked to describe their weaknesses, sales associates almost always list closing as the biggest barrier to making more sales. In more traditional, product-based sales presentations, associates fear the close because they think of it as personal rejection.

What really is happening is that sales associates spend too little time greeting customers and welcoming them to the store. Talk about safe things that probably are important to customers—weather, sports, children, interesting clothing or ties, jewelry—anything to gain customers' confidence, and allow them time to acclimate to a store's environment.

In relationship-based or consultative selling, the customer—not the product—becomes the focal point. The more information a sales associate has about a prospect, the easier it is to determine the particular product that will best satisfy a customer's specific needs.

No fear of rejection is felt by the associate because closing becomes a process of elimination. It narrows the alternatives offered to a customer until a clear choice becomes apparent.

In relationship-based sales presentations, closing begins when a sales associate starts to gain a customer's trust and confidence. After the warm-up period in which the customer sincerely is welcomed into the store, associates should ask the customer's permission to question him/her and determine which products to demonstrate.

Benefits, Not Features

If few questions are asked of customers to determine what their needs are, sales associates have to guess which products customers might want.

Sometimes, associates simply show the models with which they are most familiar or the ones that are their favorites. The close fails when the customer tries to regain some control over the purchasing process.

The sales adage that ABC stands for "always be closing" probably best describes the

questioning that occurs in a professional sales presentation. It enables a sales professional to know which products are most appropriate for an individual customer.

Today's savvy customers will not respond positively to high-pressure sales tactics and now-or-never closing techniques. At the same time, failure to ask for an order frequently is a cause for lost sales because customers feel that their business is unimportant or unwanted.

A series of questions asked during the presentation helps ensure that the products being shown meet the customer's needs. The object is to keep the customer approving the products being selected.

When demonstrating products, associates should focus clearly on the benefits of the various features shown. If customers can see how a feature will enhance their lives, they will understand the value being offered.

Using information gained in the interview with a customer, demonstrate the benefits that most closely will hit the customer's "hot button" first.

Remember to explain the benefits of a feature. What the feature does and does not do, and not just what the feature is, is what will motivate customers to buy.

The Trial Close

The secret to improved closing ratios is the trial close. It is used as a way to find out early if a customer likes the product shown. End each explanation of a feature's benefit with a non-threatening test question.

"Doesn't this DSS system deliver an exceptional picture?" is one example of such a test question. "What do you think?" or "Isn't that a great feature?" are other good questions. The goal is to get the customer to respond favorably as often as possible.

The trial close is a win-win tactic—if a customer's needs have been misunderstood, such a close provides an easy way to show another product.

If a customer continues to show interest, a sales associate either can continue to show products or take the plunge and try to close the sale. Too often, sales associates lose their nerve at this crucial point in the selling process.

Even though the customer continually has said yes to all the trial closing questions, most sales associates will say something like, "Let me show you another one."

Successful sales associates assume that a

customer who has responded positively is ready to buy immediately and confidently move to the direct or alternate-choice close.

Overcome Objections

No matter how smooth the selling process and how professionally a product was demonstrated, a customer sometimes will hesitate to buy. Objections come in many forms and must be handled differently to increase the chances of closing a sale.

The excuse objection generally is an indication that a customer has not had all his/her questions answered. Such excuses as "I'll have to go home and measure" or, "I'll have to ask my spouse," or, "I don't know," generally can be interpreted as a cry for more information.

To determine whether an objection is genuine or an excuse, try probing for the motivation behind the question. Try suggesting, "I'll go ahead and write up the order so that after you've measured your space, we can arrange for delivery as quickly as possible."

For those customers who balk by saying they really were not ready to buy yet, remember that today's time-constrained customer probably does not come into a store until it is time to buy.

A real objection is an honest barrier between you and the completion of a sale. If you eliminate the barrier, the sale can be made.

Be Confident


Overcoming objections is the final step in answering questions a customer still may have after you have demonstrated a product chosen to satisfy the needs s/he expressed.

Listen to the objection carefully. Repeat the objection in your own words. Show empathy by saying something like, "I can understand how you would feel that way." Then state the reasons why the customer need not have the concerns expressed.

Confidence is the most important attribute a professional sales associate can bring to the selling process. A successful sale is one in which the associate confidently can demonstrate one or two products most closely described by the customer during their initial conversation.

Closing becomes an ongoing process to ensure the customer's input into the sales presentation. Objections are opportunities to put to rest any additional concerns a customer may

have regarding the product, the terms of sale or the way the relationship with the store will continue.

Successful associates are the ones with the confidence to carry a sales demonstration all the way to the end—to ask for the order, overcome objections and make a customer for life. 

Elly Valas, executive director, and Hugh Eubank, NARDA director of retail development, are available for in-store consultations and sales training throughout North America. For more information, contact NARDA at (800) 621-0298. This article has been edited for use and reprinted with permission from NARDA News, September 1996, a publication of the North American Retail Dealers Association, Lombard, Illinois.

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**Remember to
explain the
benefits of a
feature.**

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Employer of the Year

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Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM. If you want to see an update of the entire Buyer's Guide & Services Directory go on the Internet to <http://www.nesra.org>, where some Associates also have hot links to their web sites.

▼ Consumer Direct

175 Lakeside Blvd.,
Ste. 15-435
Landing, NJ 07850
(201) 770-3314
(201) 770-8326 FAX
Contact: Jeff Nylander

Consumer Direct coordinates programs with NESRA members that offer significant discounts to employees on quality products from well-known manufacturers.

▼ Flagstaff Convention & Visitors Bureau

211 W. Aspen Ave.
Flagstaff, AZ 86001
(800) 217-2367
(520) 779-7611
(520) 556-1305 FAX
www.cvb@flagstaff.az.us
Contact: Laurie Barnett

Flagstaff CVB welcomes NESRA members to experience the unique natural beauty and attractions of northern Arizona including the Grand Canyon, several national monuments, winter skiing, Grand Canyon Railway and Lowell Observatory, to name just a few. Great accommodations, restaurants and nightlife.

▼ Maggie May Accessories, Co.

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Wood Ridge, NJ 07075
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(201) 438-2056 FAX
Contact: Terrence Moran

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▼ Ramada Inn South Bay

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Carson, CA 90746
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(310) 715-2957
Contact: Manny Irizarry

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Update your '97 NESRA Buyer's Guide and Services Directory by noting these additions/corrections:

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- Lake Havasu City Visitors & Convention Bureau new contact and address: Bonnie Barsness, 314 London Bridge Rd.
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- Oceans Eleven Resorts, Inc. (hotels) new contact: Katie Green Warley
- Porter Wallace (merchandise) new name and address: Selling Edge Inc., 214 W. 29th St., New York, NY 10001, (212) 279-7200, FAX (212) 279-6550
- Princess Vacations (travel) new address 1170 Lee Wagener Blvd., Ste. 200
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Yoga is Gaining Popularity

by Lynn La Palermo

How does effortless exercise sound? Experience a great workout that burns calories, strengthens the heart and builds muscle. Forget the hand weights and aerobic classes. To really experience a workout for the "inner" and "outer" body, YOGA is the answer. If you are going to dedicate the time and effort to a workout give your body and mind the full benefit.

What is Yoga?

Yoga existed in India prior to 1500 B.C. Yoga teaches the individual to improve and control the condition of every part of the body and mind. The most well known and widespread form is called Hatha Yoga. It consists of cleansing, stretching and breathing.

Yoga vs. Aerobics

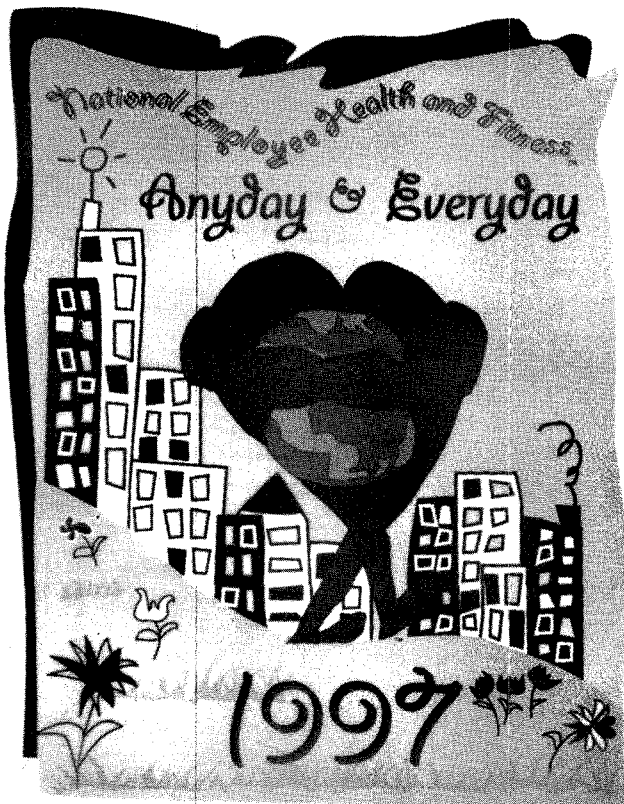
The Yoga postures (asanas) are very different from the traditional concept of exercise in America. In the U.S., the idea is to "work up a good sweat." Fatigue and strain inevitably accompany the pleasure derived from the exercise and in short, many people look at exercise as hard work.

In Yoga, the underlying emphasis is on re-

laxation. Participants slowly prepare for each exercise through a limbering-up process, followed by rhythmic deep breathing then positioning into the posture and holding that posture to increase strength, endurance, equilibrium and concentration. From holding a posture, it is quite possible to attain a cardiovascular workout without the pounding, bouncing, jumping or lifting that oftentimes occurs in aerobics. The primary focus is breathing, which helps you maneuver through Yoga's physical obstacles and provides an entree into the mind concentration side. The pace is fairly quick to keep your heart pumping and your mind alert. Meditation ends your workout to relax the nervous system, calm and quiet the mind and provide the individual with a deeper insight into his/her own nature. It has been shown as relaxation increases, an enormous improvement in concentration follows.

Yoga movements strengthen the spine, leg muscles, arms, shoulders and abdomen, while the deep breathing activates your nervous system, which aids you in relaxation, fights stress and boosts your sex life. A few simple asanas practiced daily can produce increased vitality, the ability to completely relax and a firm trim figure. You can expect results in your hips, abdomen, back and legs after just eight sessions.

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Who will benefit?

Yoga is good for everyone regardless of age or physical condition. The primary focus is on relaxation and flexibility, therefore, whether it is an arthritic condition, orthopedic or muscular injury, obesity, heart condition, high blood pressure, aging or stress, Yoga will benefit all of these conditions and many others.

Getting Started

To promote Yoga classes within your environment, first seek out qualified Yoga instructors. Contact some of the Yoga centers locally, you will find teachers that offer classes in more than one location. They often bring their own equipment such as blocks, pillows and belts, which helps get more mileage from the postures. You may want to offer an introductory class during a lunch hour at a special price. A beginning class should last about 1 hour. Many people who do not enjoy working out will be drawn to this kind of exercise, especially if you promote wellness, stress reduction and getting in shape as all inclusive of one workout. Also, market Yoga by informing people that they can do these postures at home in less than 30 minutes and get terrific results. 



Lynn La Palermo is the owner of Syd Simons DaySpa in Oak Brook, Illinois. For 14 years Lynn has offered services and classes to both men and women for preventative aging, nutrition, image enhancement, stress and overall improved health and vitality for life. She can be reached at (630) 472-9900.

Survival Skills for a Changing Environment

by Barbara A. Glanz

I recently heard the following words used to describe our society today: "Our souls are leaking. We are in a recession and we *are* receding." It is my belief that as a result of downsizing, reengineering, overwhelming changes in technology and job descriptions and, stress from having to do more with less, we are receding, both as individuals and as organizations into what Tom Peters calls in his book *Crazy Times Call for Crazy Organizations* the "boring blandness of mediocrity." We have chosen consistency, security and "following the crowd" over creativity, risk taking and differentiation. The result is a vanilla world!

In order to survive in today's world both as organizations and as individuals, I believe we *must* begin to think of creative ways we can differentiate ourselves in the marketplace. How can we capture people's attention, ensure their remembrance of us, enhance relationships and bring "value-added" to our individual jobs? With competition for products, services and even jobs at its fiercest ever, only those who stand out from the crowd will survive.

In 1993 I wrote a book entitled *The Creative Communicator—399 Tools to Communicate Commitment without Boring People to Death!* I felt a deep sense of mission to share creative ways organizations and individuals all over the world were communicating commitment to their beliefs and values, hundreds of ways that were getting both customers' and employees' attentions. It is my belief creative communication becomes the framework for any kind of differentiation to occur.

Here are three questions to consider when you send any message, whether it is written, electronic, or face-to-face:

1. Will it get the information across clearly and accurately?

This is the *business* level of the interaction,

the real purpose for the communication, the task of meeting some external objective.

2. *How will it make the receiver feel?*

This is the *human* level of the interaction and is based on the feelings of the receiver. Look at the format, the words you've chosen, the tone of the message, and consider the emotional impact it will have on the human being who receives it.

3. *Will it surprise the reader?*

This is the element of *creativity* that is so often missing from our communications. The *Chicago Tribune* recently reported a study that found that the average North American worker spends over 50 hours a week communicating in some way. I think we are all bombarded with communications today—piles of junk mail, hundreds of mail messages, and even full voice mail boxes—so in order for our communications to be heard and heeded, we must do something as Maureen Glass stated in her Jan/Feb article in *Association Publishing* "to amuse, to alarm, to distract, and do everything we can to grab their attention."

As I discuss creative ways to differentiate yourself in the workplace, keep these three elements of every message in mind. Your purpose is ultimately a "business" one—to win sales, respect, credibility, or even a job. However, the way your receiver feels will ultimately impact the outcome of the communication even more strongly than the business level. And finally, if you truly want to stand out, your message must contain an element of surprise.



Creative

Ways to

Differentiate

Yourself in

the

Workplace



Most people

do not like

long voice

mail

messages;

however,

they do

appreciate

specific

information

about when

and where

you can be

reached

(business

level).

Specific Examples

Let's look at some very specific ways to creatively differentiate yourself in the marketplace.

1. Your Business Card

Since I believe that we are all in the business of creating relationships, I think it is important for your business card to not only contain information on the business level, but what does your card tell about you as an individual? What do you love? To what are you committed? For example, my business card has the bright-colored cover of my first book on the front and my personal motto "Spreading Contagious Enthusiasm" on the back.

Consider adding a picture, quotation, graphic, motto, embossment, fabric, or even a sticker to create an instant bond with the receiver.

2. Personal Motto/Philosophy of Life/Mission Statement

Do you have a favorite quotation that represents your philosophy of life? Have you written a personal mission statement? I suggest you add these to your resume or brochures and share them with your customers, both internal and external. My resume contains the following quotation from Albert Schweitzer: "The only ones among us who will be truly happy are those who will have sought and found how to serve." I want future employers and customers to choose to hire me both on the human and the business levels.

3. Fax Cover Sheet

Is your fax cover sheet all business? This is a wonderful opportunity to get your creative juices going and to get your receiver's attention by doing something to surprise them—a graphic, quote, holiday message, trivia question, brain teaser, interesting fact. Mine has my logo of butterflies (get out of your boring cocoon of routine business communications and "fly free") and my personal motto.

4. Voice Mail Message

Most people do not like long voice mail messages; however, they do appreciate specific information about when and where you can be reached (business level). I would also challenge you to be creative as well as to remember the human level in your messages. No one wants to talk to a computer! I always try to make my message warm and uplifting, ending with a positive thought such as, "I hope your day is filled with surprises," or "Enjoy Spring!"

5. Your Office/Cubicle

Again, consider what it says about you as a

human being—does your space exhibit in some way one or two things that you love? Mine contains a picture of Mother Teresa, collages of cards, pictures and letters from people in my audiences, a fat-tummied ceramic pig to remind me not to take myself too seriously, pictures of my three children, many special gifts from friends and customers including a butterfly wand, a teddy bear, a windup walking mouth, an "AFFIRMATIONS" jar, and many, many books. Also consider what the hallways in your place of work look like. Tom Peters says that if your reception area and hallways are boring, chances are that everything about your organization is boring including your service or product! Have a poster party and invite anyone who wants to come, have brightly colored markers, flip chart pads, soft drinks and chips. Have each person write his/her favorite saying or quotation and then have the charts laminated. You have instant uplifting, colorful hallways!

6. Ways of Appreciating Others

How do you appreciate others around you? Doing this creatively will help you stand out in a really positive way. Get your creative juices going to determine some unusual, attention-getting, delightful ways you can thank others in your life. Whenever I speak to an audience anywhere in the world, I give each person a small, business-sized card that has a butterfly on it and says, "*The world is more special because you're in it*" and on the back it says, "PASS IT ON." I ask them to give it in the next 48 hours to someone who has done something special for them. When I spoke to a branch of IBM, they decided to create their own "pass it on" cards and have them sent all over the world! Consider a fishbowl of cartoons, jokes or positive thoughts, special self-adhesive notes to leave, affirming stickers, handwritten notes of any kind, bringing a picnic lunch to share with someone, and of course, any kind of treats. A friend recently sent a business colleague and internal customer the following huge 3-D "treat" card: You are CERTStainly a LIFESAVER and worth \$100,000 to us! Sometimes life is a ROCKY ROAD but BAR NONE you are always MOUNDS of JOY, laughs, and SNICKERS! You are a BOUNTY of fun, very CAREFREE, and EXTRA special. SKOR big and count down to PAYDAY. Best wishes, hugs and KISSES!

7. Adding a Personal Signature to Your Work

This is a wonderful challenge for us all—what can we do to differentiate ourselves from

all the other people who do the same work we do? In these days of career changing and layoffs, it becomes essential, I believe, that we strive to find a way to stand out from the crowd, to be special.

- A graphic artist I work with always includes a stick of sugarless gum in everything he sends, his "signature."
- A nurse leaves a handwritten card by the bedside of her patients with a note introducing herself and assuring them of her care and understanding.
- A United Airlines pilot handwrites notes to five or six passengers on every flight, thanking them for their business.
- A baggage attendant collects name tags that fall off luggage and mails them back.
- A taxi driver gives his customers a choice of five different kinds of music as well as a variety of newspapers.
- A grocery bagger puts a "thought for the day" in each customer's bag.
- A meat packer places a "snoopy" sticker on each piece of meat he prepares.

Adding your personal signature to your work will result in greater commitment to your job and lots more fun in the workplace.

8. Become the Organization Expert

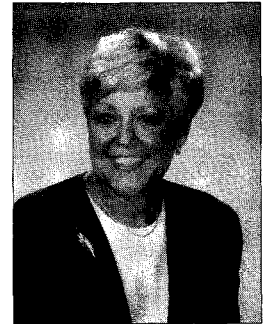
Find some small niche/topic/skill that you have a passion or interest in. Then learn everything there is to know about it. Read, study, interview, practice until you become the "organization expert" in that area. Your value, reputation, and job security will increase in direct proportion to your added knowledge. Before I began my own company, I became the "how-to idea" expert for my company, collecting many stories and legends about what people were doing to serve their customers creatively. This knowledge ultimately ended in the publishing of two books and is one of my speaking guarantees—to get people's creative juices going and have them leave with many immediately applicable action ideas. Become a lifelong learner to remain competitive in today's job market. Tom Peters suggests that we "repot" ourselves every five years!

Although I've focused in this article on individual ways to differentiate yourself, all of the ideas can be applied to your organization. Choose ideas that fit your culture and are comfortable for your style of interacting. However, don't be afraid to leave your comfort zone. The element of surprise will add delight and joy not only for those with whom you interact, but you, too, will approach your work with a new and

creative spirit. You will help to add the sparkle and zest that will allow both you and your organization to survive rather than to recede into "boring mediocrity"!

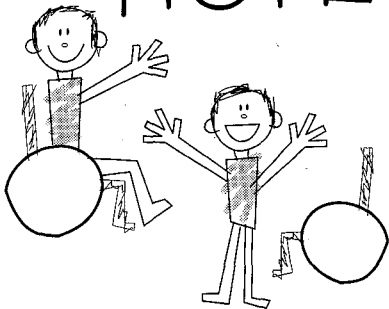


Barbara Glanz is an internationally known author, speaker and consultant specializing in the areas of creative communication, building customer loyalty and regenerating the spirit in the workplace. She is president of Barbara Glanz Communications, Inc. in Western Springs, Illinois and also the author of The Creative Communicator—399 Tools to Communicate Commitment without Boring People to Death!, Irwin Professional Publishing 1993 and Building Customer Loyalty—How YOU Can Help Keep Customers Returning, Irwin Professional Publishing, 1994. Her new book is titled CARE Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work, McGraw-Hill. For more information call her at (708) 246-8594, FAX (708) 246-5123.



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A Match Made In Heaven

by Scott Aemisegger

The challenges of operating an employee store are similar to those all employee service specialists must deal with every day.

- How do we get more employees involved?
- How do we get information out on products and services?
- How do we know what employees want?
- How do we make more money?!

The internet is a tool, that if used effectively, can help answer these challenges. It is a decentralized communication system that everybody will have access to in the next few years. The internet is an ideal way to help you create a more cohesive and active corporate community.

So How Can We Take Advantage Now?

Internet technology is advancing by leaps and bounds. We can now transact safely and securely. In fact, over \$200 million in goods and services were sold over the "net" in 1996.

I recommend that every employee association consider developing an internet mall. You can contact NESRA Headquarters as to how and when a mall may be available. A mall can be customized to support your local employee store or employee association.

An internet mall would have the following benefits:

- 1. 24 hour per day access:** Your employees will no longer be limited to store hours. They can reach your internet site from home, work or anywhere else. Greater access will create more sales!
- 2. Greater involvement:** You will no longer be restricted to just those employees who visit your store. You will reach everyone connected to the company, including those at satellite locations and retirees!
- 3. Reduce your inventory:** By using an internet mall you are more able to stock just

those items that turnover quickly, have a high profit margin, or are an impulse buy.

4. Increase store traffic: You can use the internet to draw employees to your store at special or slow times to help build greater participation and involvement.

5. Increase your product lines: By supplying products on an internet virtual mall you will be able to offer a greater variety at a reduced cost. In the future, sales will be based on the concept of mass marketing on an individual basis.

6. Sell your company's items around the country: Sales of logoed gifts will have greater access to a national audience throughout NESRA. Who wouldn't want a gift with your company's logo?

7. Greater communication: You can use the internet to help build a more cohesive group of customers. They can use e-mail to learn more about products and store policy. You can sell exactly what the customer wants.

8. Develop buying habits: Purchases via the internet will log customer preferences and tendencies. You will have a dynamic record of what your employees like and want!

9. Advertise: For the price of a postage stamp, you will be able to send messages to your employees about specials, discounts and closeouts.

10. Information: You can post detailed information about products, companies and warranties. In addition, you can build a forum in which employees discuss their experiences with products and companies.

The internet is not a solution by itself. It is, however, a powerful tool that can be used to build community, morale and access. An internet mall will help your employee association or store provide greater service and yield more sales enabling you to provide more employee service programs throughout your company.

Good luck and good surfing!!



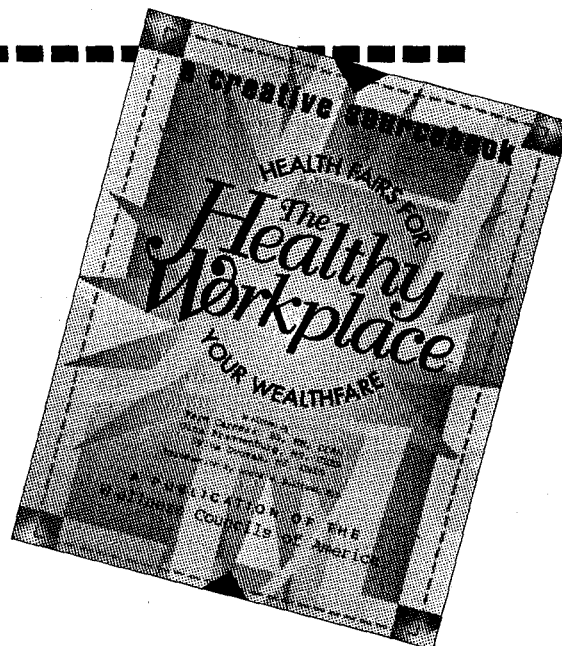
Here's what others say:

This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use-checklists, sample letters and registration forms.

Kerry Juhl
Executive Director
Wellness Council of Central Iowa

I have played a major role in successfully coordinating and promoting health fairs for both adults and children. Knowledge that has taken me years to accumulate through hit and miss is now at your fingertips. Health Fairs for Your Wealthfare is not only a great reference book for the beginner, it's a complete guide for the experienced health fair organizer.

Dee Dee Colling
United Autoworkers/
General Motors Bodycare
Health & Wellness Representative



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EMPLOYEE SERVICES **MANAGEMENT**

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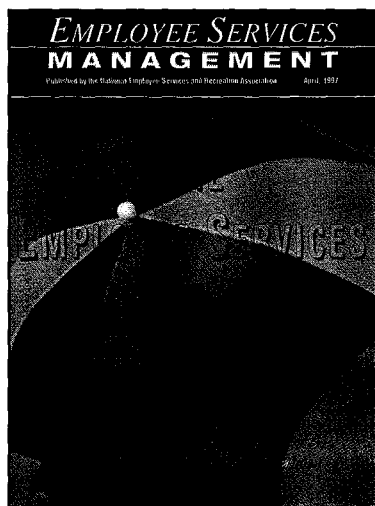
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Editor's Note

It's Great to Be Back!

by Cynthia M. Helson
NESRA Director of Communications



It's wonderful to be blessed with a new daughter. It's also comforting to know my responsibilities were in good hands while I was on maternity leave. Karen Beagley and Nancy Burda did a wonderful job keeping *ESM* and newsletter issues running smoothly. What's more important is that we all learned from the experience. Taking on different responsibilities also means taking on a new perspective. While Karen and Nancy were running the show, they discovered how to streamline some tasks and I'm grateful for that.

I bring this up not only to compliment them, but to suggest to you that you may wish to trade places with people in your department for an afternoon and see what, if any suggestions you can make to improve productivity.

Another option is to take a single task familiar to many employee services practitioners and discuss it with a group of peers. Perhaps if you broke down how you perform the task, you may discover your peer has figured out a way to eliminate a few steps or to increase the efficiency of the project.

Gaining a different perspective can make all the difference in your enthusiasm for your job. This issue of *ESM* includes NESRA's Executive Director's perspective of "The Employee Services Umbrella." Patrick Stinson is a recognized expert in the industry.

Take the time to read *ESM's* interview with the 1997 NESRA Employer of the Year, Ambrose Schwallie, Westinghouse Savannah River Company President. He talks about the value of employee services and how his company benefits from these services.

After reading these pieces and other articles such as "Putting the 'Supply and Demand' Principle to Work" and "Employee Stores Expand Services," you may see your offerings in a new light.

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280.

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Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- A research grant has just been approved to produce justification for work/life programs;
- Funding biannual field surveys delivering data on budgets and programming trends;
- Reviewing candidates wishing to conduct research that will supply data to members;

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

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Leadership Lessons for the 21st Century

by Richard G. Ensman, Jr.

Take this brief quiz to see if you have what it takes to lead in the 21st Century. In this brief quiz, each pair of statements describes two sets of skills: one, a 21st century skill and the other, a 20th century skill. Which do you exhibit more often? For each 21st century skill you usually practice, you receive two points. For each 20th century skill you practice, you receive one point. After you complete the quiz, take a few moments to read the commentary about the skills covered in this quiz.

Quiz Yourself

For each question, circle the statement that best describes you.

- 1.** a. I'm a "relationship manager," best able to lead and guide a flexible, constantly changing group of employees and contractors.
b. I'm a "supervisory manager" best able to lead and direct a stable group of traditional, fixed-schedule employees.
- 2.** a. I'm most comfortable listening and learning in my managerial role.
b. I'm most comfortable speaking and instructing.
- 3.** a. I see myself principally as a "resource broker," quickly negotiating shifts of money and time from employee to employee and project to project.
b. I see myself principally as a "resource manager," guiding the annual budget and monitoring the financial plan.
- 4.** a. I'm very comfortable communicating electronically.
b. I'm most comfortable communicating in traditional spoken or pen-and-paper form.
- 5.** a. I understand technology and can creatively use and manage it in support of my business.
b. I understand the role technology can play in my business and I creatively manage the work of employees and contractors providing technology-related services.
- 6.** a. I influence the behavior of other people through sophisticated motivational skills.
b. I influence the behavior of other people through well-crafted procedures and communication techniques.
- 7.** a. I'm able and willing to thrive on a constantly changing, pressure-filled workplace.
b. I'm able and willing to develop a stable, steady, comfortable workplace.
- 8.** a. I'm willing to tolerate and even embrace ambiguity in my work.
b. My priority is to quickly develop procedures and processes in response to unresolved issues.
- 9.** a. I possess excellent skill in translating complex technological, marketing and management issues into easily understandable principles for the people around me.
b. I possess excellent skill in identifying up-to-date information and arranging for the people around me to learn it.
- 10.** a. I'm most comfortable articulating vision statements and vision strategies.
b. I'm most comfortable articulating goals and objectives.
- 11.** a. I can quickly shift among various managerial roles, such as "facilitator," "coach," or "controller".
b. I've learned my optimum managerial role and practice it consistently.
- 12.** a. I'm most concerned with leading myself.
b. I'm most concerned with leading others.
- 13.** a. I maintain personal "data bases" of knowledge and information and "broker" knowledge among my employees.
b. My priority is to rely on trainers and expert resources to provide up-to-date knowledge and information.
- 14.** a. My behavior is shaped principally by my personal code of ethics.
b. My behavior is shaped by my business principles and policies.
- 15.** a. I seek ethnic and social diversity and can manage a diverse group of employees.
b. While open to diversity at work, I encourage employees to fill their assigned work roles and leave personal backgrounds at home.

Now score yourself. Give yourself 2 points for every (a.) you circled and 1 point for every (b.) you circled.

If you scored between 25-30, you're exhibiting many of the traits the 21st century will demand. A score of between 20-25 means you're still adapting to the new challenges of 21st century business life. A score below 21 suggests you're grounded in 20th century leadership skills. A caveat: there's nothing wrong with 20th century skills. You'll continue to use them in the new century. But as this era begins, you and other leaders will increasingly...

Be "relationship managers." Leaders won't simply supervise traditional "9 to 5" employees. They'll manage constantly shifting groups of workers—including full- and part-time employees, people working flex-time, independent contractors, temps, even vendors "on loan."

Become "learning listeners." Tomorrow, leaders will use their communication skills to glean insights and information from the vast quantity of knowledge possessed by the people around them.

Broker resources. Yes, the leader of the 21st century will have to manage tight budgets—same as now. But the new leader will also have to quickly shift resources from person to person as changing needs dictate. And this leader will have to formally account for commodities such as morale, image, and customer satisfaction, just as s/he accounts for money now.

Communicate electronically. Tomorrow's leaders will need to learn how to manage people electronically and to communicate effectively through audio, video and computer communication channels. And these leaders will need to learn how to motivate customers using these electronic tools, as well.

Creatively use technology. Tomorrow's leaders will have to understand the myriad of ways technology can be used to manage and market—and will need the "hands-on" skills to select the right technical tools and use them appropriately.

Influence behavior through motivation. The leaders will become masters of motivation. They'll glean sophisticated motivational skills from the latest human relations and psychological findings and use those skills to motivate employees. And they'll rely on sophisticated consumer behavior models to influence buying behavior more frequently than traditional advertising.

Possess emotional stamina. Tomorrow's leaders will embrace change, conflict and pressure as exciting professional challenges.

Possess tolerance for ambiguity. Change, in the
Employee Services Management

form of shifting customer demands, governmental regulations and technological innovation, is constant. True leaders will need the stability to remain calm in the midst of so much change—and to poise the organization to function effectively in a sometimes-frantic business environment.

Possess "translation" skills. Leaders will develop an acute understanding of the business environment and "translate" complex technological, marketing and management requirements to simple, easily understandable principles for customers and employees.

Possess vision. Don't confuse vision with goals. While long-term goals may be based upon a business' vision, an authentic vision is an easy-to-articulate principle cutting across goals and rallying everyone in the organization. A traditional goal: "We'll achieve 5 percent sales growth next year." A 21st century vision: "Sale or no sale, we'll position ourselves as a state-of-the-art company in the mind of every prospect."

Practice role adaptation. In years gone by, leaders were often encouraged to identify their leadership "style" and practice it consistently. No more. In the years ahead, leaders will be expected to shift their style, depending on the needs of the moment.

Provide self-leadership. Before the leader of tomorrow can lead others, he'll have to learn to lead himself. Tomorrow's leaders will develop lifelong personal education programs, obtain their own mentors or coaches to guide them and find ways to constantly renew their confidence.

Serve as knowledge brokers. Leaders of the 21st century will spend time studying and training. They'll often maintain computerized "knowledge bases" of information and constantly replenish them with up-to-date data. They'll be quick to retrieve knowledge from the people around them and repackage it for others.

Subscribe to personal ethics principles. Customers and employees will gravitate toward businesses led by principled leaders who base their actions on strong personal values and commitments.

Understand and manage diversity. Tomorrow's leader will understand the traditions and cultures of the people s/he's serving and working with—and promote an appreciation for diversity throughout the workplace.

The 21st Century. It's not that far off. Are you ready to prepare yourself for the leadership challenges this new era poses?

*Richard G. Ensman, Jr.
is a freelance writer in
Rochester, New York.
He can be reached at
(716) 889-4151.*



NEWS

IN BRIEF

Playing Hockey in the Parking Lot

Executives throwing plates, playing hockey in parking lots and reclining in chairs all have the same goal in mind—relief from the day-to-day pressures of the workplace. In a survey by Accountemps, a temporary staffing service for accounting, finance and bookkeeping, the nation's senior managers cited some of the more innovative ways they've heard of to relieve tension on the job.

Executives were asked: "What is the most unusual method you have ever heard of for getting rid of executive stress?" Their responses:

- Singing opera while being kept "on-hold" on the phone.
- Walking up and down the 24 flights of stairs at the office, then crawling under the desk to take a nap.



- Ripping confidential papers into millions of tiny pieces, very slowly, one piece at a time. When confidential correspondence ran out, using

magazines.

- Hang-gliding from local peaks.
- Operating a remote-control car in the office.
- Playing with a yo-yo during meetings.
- Going into a room and throwing plates against the wall.
- Rock climbing in the wilderness.
- Reclining in a chair with a headset listening to music.
- Playing a trumpet in the office.
- Throwing around a rubber arm with a shirt attached to it.

▼ Weight Training No. 1

Working out with free weights was the single most popular fitness activity in the U.S., replacing riding a stationary bike, which had held the top spot in the survey conducted by the Fitness Products Council since 1987.

The survey found that 39.7 million Americans aged six or older worked out at least once with free weights in 1995, while 37.4

million rode a stationary bicycle. Fitness walking ranked third, with 35.6 million participants.

The increasing popularity of weight training among females was largely responsible for the change. The number of females who worked out at least once with free weights more than doubled between 1987 and 1995, to 15 million from 7.4 million. The number of males increased 44 percent to 24.7 million from 17.1 million.

▼ HR Salaries Information

Human resource directors have a median income of \$70,000 a year; the highest-paid individuals in that group make well over \$600,000 annually, reports *Review*. Clerks have a median income of \$18,815, but the lowest-paid individuals in this group earn less than \$13,000 a year. The salary survey, conducted by Abbott, Langer &

Associates, puts the median salary for HRIS specialists at \$27,650.

▼ Work and Leisure Compared

The reality is that Americans are faced with too little, rather than too much free time, reports *Parks and Recreation* magazine. Many working Americans are salaried employees or entrepreneurs and their work week has

actually increased and leisure time has decreased.

In addition to less time for leisure, workers also tend to be less satisfied with their work now than in the past. The source for this dissatisfaction is that workers have higher job expectations. For more recent generations, which have generally enjoyed more affluence in their lifetime, subsistence is often not enough.

The relationship between work and leisure can be observed from two perspectives: the compensatory and spillover theories. In the compensatory theory work is viewed as extremely boring. Outside of work, the individual engages in activity that is directly opposite of tasks performed at work.

The spillover theory suggests that leisure and leisure attitudes are an extension of work and work attitudes. A worker who is tired or possesses a negative attitude towards work will often choose not to engage in any leisure activities during nonwork hours.

▼ The Changing of Recognition

Companies are changing what they give for service/recognition awards, says *Folio* magazine.

Examples of gifts are: one year of service—Tiffany champagne flutes; five years of service—gold watch, pen and pencil set, money clip with logo, key chain with logo;

■ 10 years of service—mantel clock, luncheon and gifts,

ball-point pen;

■ 15 years of service—leather briefcase, cuff links with logo, rope bracelet with logo;

■ 20 years of service—computer system, five extra vacation days to be used in the same year or banked and paid at year's end, belt buckle with logo, sterling silver locket with logo;

■ 25 years—watch, pearls by the yard, bracelet;

■ 30 years—Metropolis vase and bowl;


■ 35 years—clock;

■ 40 years—bracelet watch;

■ 50 years of service—special crystal eagle with spread wings designed by Val St. Lambert.

▼ Theme Park Expansions

Orlando will be seeing some major changes reports *The Wall*

Street Journal. Universal Studios Florida, is spending \$2.5 billion over the next three years to more than triple the size of its current resort. Walt Disney World is doing its own expansion—a fourth theme park, two 2,700-passenger cruise ships, a sports complex, an expanded entertainment zone and a 1,900-room convention center called Coronado Springs. 

Leave Policies Around the World



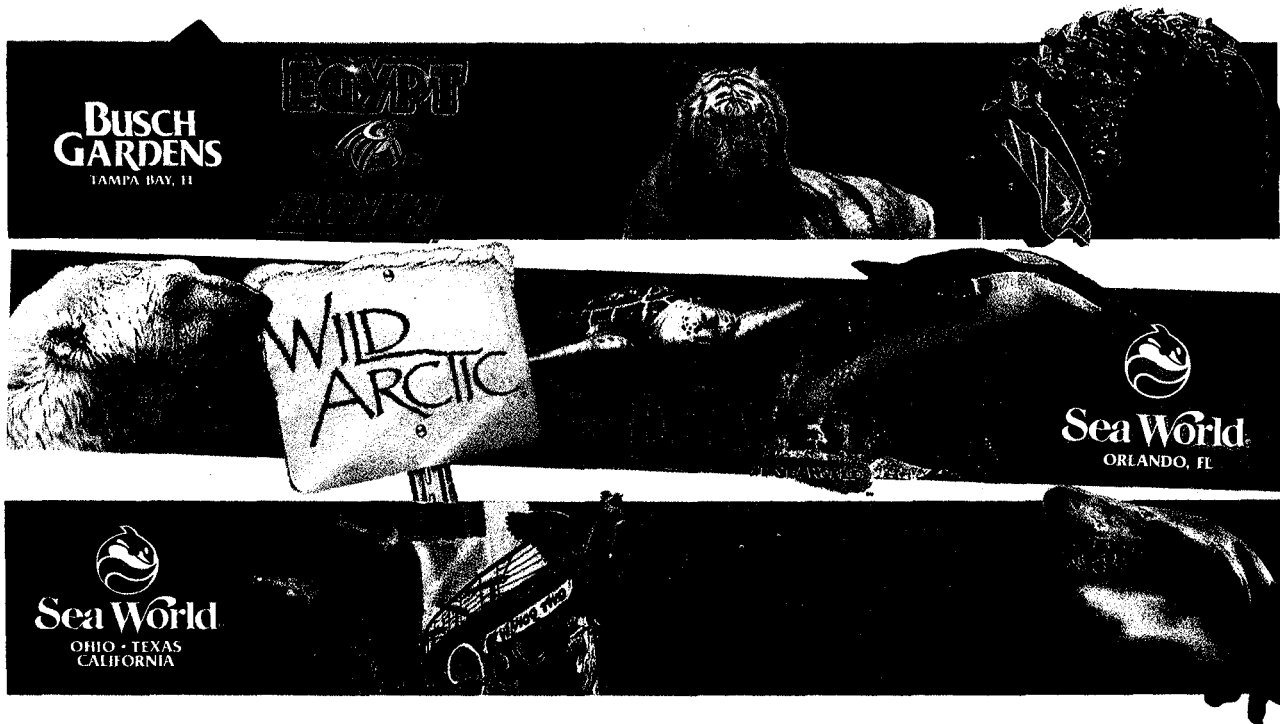
In France workers get to take two and one-half days of paid holiday per full month of service during the year, reports *Global Workforce*. Germans get 18 days per year after six months of service. Hong Kong workers can take seven days annual paid leave on completion of 12 months of continuous service with the same employer.

Saudi Arabia workers can take 15 days of annual leave on completion of 12 months of continuous service with the same employer. Japanese workers get 10 days paid for a year of continuous service provided that the employee had been at work for 80 percent of this time.

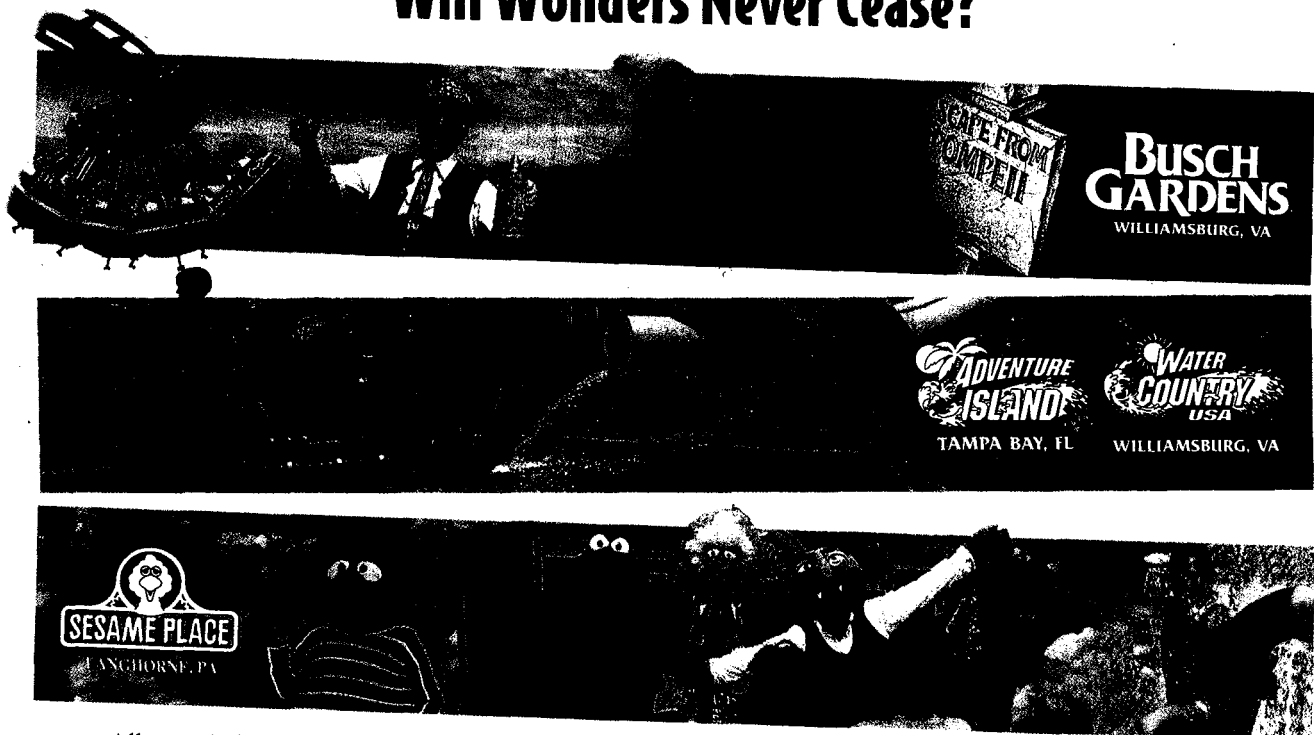
Italian workers' time off varies according to length of service but usually they get between four and six weeks. Indonesia workers get 12 days of annual paid leave for 12 months of full service. Malaysia also varies according to length of service but usually between eight and 16 days.

In the U.S. vacation time varies with length of service and job function but usually between five and 15 days. United Kingdom has no statutory requirement. Most members of salaried staff receive approximately five weeks paid annual leave.

Singapore has seven days of paid annual leave for 12 months of continuous employment. The Philippines have five days of annual paid leave. Mexico has six days annual paid leave.



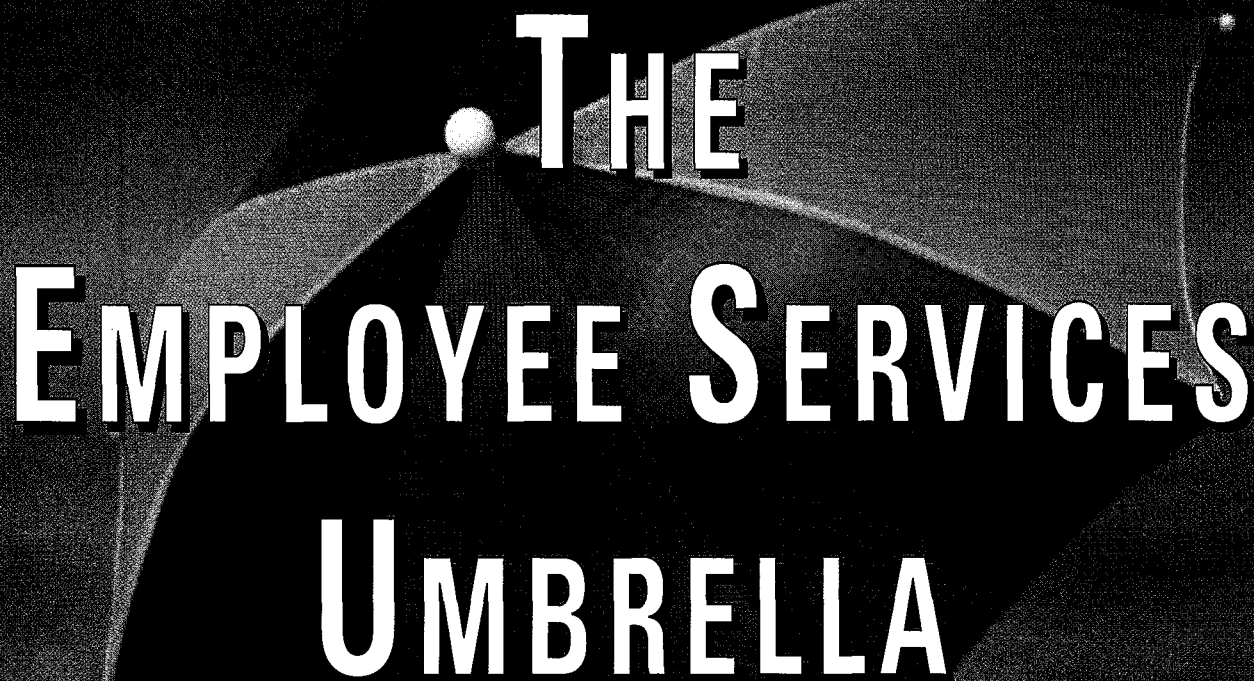
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THE EMPLOYEE SERVICES UMBRELLA

By NESRA Executive Director Patrick B. Stinson

Next month, May marks the twentieth year that I have served NESRA as Executive Director. As one can imagine, I have seen many changes in the field throughout the past 20 years. Most of the changes have been positive. Most of them illustrate a growth of the field—a maturing from industrial recreation as it was called until the early 1980s to employee services, the term captured in our name.

One thing that hasn't changed is that the field has represented a wide range of services and activities that differ from company to company and in some cases even within companies. This broad brush characteristic makes it more difficult for us to define our field and, therefore, more difficult for the business com-

munity to recognize the value we bring to their respective organizations. The focus of this article is to stress the importance of developing a sound employee services program.

What's Under the Employee Services Umbrella

Depending on only one or only a few components of an employee services program such as discount tickets, health promotion or sports leagues will limit the department's effectiveness. To clarify, each of these should be a part of the department, but should not solely represent the department. With this in mind, and a new century upon us, I think it's time we take a look and establish the key elements in an employee services program.

I see employee services entering another

growth spurt as we approach the next century. To continue our progress and to enhance the benefits we provide, we must identify the core elements that lie under the employee services umbrella.

The Employee Services Umbrella Chart below identifies what I believe is the range of elements that should be delivered by an employee services department.

These common elements represent the centralization of an employee services department. Now, there are many components under each of these that should be addressed, such as under recreation/leisure activities, there would be sports leagues, social programs and cultural programs, to name a few. Examples under Special Events would include company picnics, children's holiday parties, etc.

However, and at the risk of repeating myself, the basics of an employee services

department must have the 10 elements named under the umbrella.

Through the years, there has been the evolution of programs that are somewhat related to employee services. Services such as ride sharing, preretirement planning and employee assistance programs are a few that come to mind. As these trends develop, we should look at these as possible components for us to place under the employee services umbrella. The more responsibilities the employee services department represents, the more valuable it is to the company and its employees.

Positioning ES in the Business World

Once the employee services department has been established and defined, we must position it within the company to gain maximum



exposure of its existence and value. There are many ways to accomplish this.

■ ***First, align the employee services goals with the goals of the company.*** For example, show how your program can boost morale and enhance productivity of employees. You can do this by providing information such as figures showing employee participation in programs. Document the cost savings your employees realize collectively. Show figures for health care cost containment for health center participants. Show how many employees your program attracted to your company.

■ ***Second, is to show how the employee services activities relate to meeting the work and family needs of the employees.*** These needs are currently plentiful and will continue to grow. Children's events, dependent care assistance and family social activities can all be used to illustrate how employee services meets the challenges of today's work/family conflicts.

■ ***Third is to make your company your customer.*** What service can your department perform for the company? Are there training and development needs you can provide to your company's employees? One employee services department provides self-defense classes that are considered part of its company's training and development courses. Are there items you can obtain and sell to your company at a competitive price? Another employee services department acquires all the service awards for its company's needs.

■ ***Fourth, make the employee services department a resource for the company's outsourcing needs.*** The employee services department or the employee association can either create or solicit outsourcing needs of the company. For example, one NESRA member discovered his company was planning to outsource the employee newspaper. He researched what it would take in terms of cost of labor and supplies and put together a proposal for the employee services department to take over the production of the paper. Management accepted the proposal and the employee services department has an additional purpose. Take a look at what outside companies your company uses on a regular basis. Are different departments hiring caterers for various events? Can you offer the same service at a better price to your company? Does your company use the services of a fitness company to run your fitness center? Can you hire proper personnel and manage the program yourself?

■ ***And fifth, integrating employee services programs with the company's community services programs is a great way to create positive public relations for the company.*** This can in turn, generate more customers, which will add to the company's bottom line. One NESRA member once told me that community service is being used to build stronger work teams now to the same extent that sports teams were used in the 1970s. This can help boost the company's productivity. Promoting sharing programs, coordinating home-building teams and generating revenue for other community services represent some of the ways you can enhance your company's image in the community.

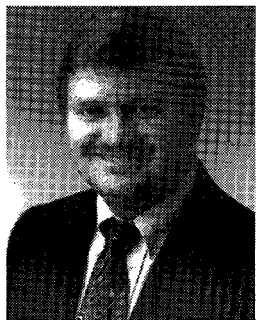
After the core programs are put in place, other opportunities should be pursued by the employee services department as long as its resources can enable it to deliver quality service at a competitive price. Choose services that have employees as end users and that are highly visible to employees, management or the community. Look to adopt services that support your organization's goals and enhance its culture. Remember, highly visible programs help to solidify your place in the company.

What's Next

Establishing a standardized employee services department is not the end, but it is an important phase for growth and progress in the field. I am seeing some established employee services departments becoming involved in still more opportunities. Some departments are taking over managing food service programs (company cafeterias) as well as business travel and meeting planning.

I've also noticed that downsizing has created opportunities for some of our members and has caused them to conduct business differently. For example, some employee services departments also manage facilities such as picnic areas, gymnasiums and sports fields. When the headcount went down at their companies, they marketed the facilities to neighboring companies or in some cases, the community to increase usage and to generate revenue from rental fees. Other members have marketed their entire programs to neighboring companies and charged the companies membership fees for their participating employees. As corporations continue to reshape themselves to respond to economic limitations and customer demands so too must the employee services department. First

▼
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NESRA Executive Director
Patrick B. Stinson

though, the foundation must be put in place to support the identity of the program. If the core programs are not well established and the department begins to take on additional responsibilities, the department runs the risk of diluting its identity.

Throughout NESRA's history, the corporations have generously supported employee

services programs financially. However, times are changing and it is important to become as financially independent as possible. The employee services department is unique—it's one of the only departments that can generate income for itself.

Conclusion

It is difficult but not impossible to position the employee services department with a standard format of services and activities. The essential elements of an employee services program are recreation/leisure activities, employee store, United Way, discounts, dependent care, health promotion, service awards, blood drives, travel and special events. Though each company has its own culture, incorporating these elements in each employee services program will lead to a recognizable identity to employee services and increased respect among company leaders.

As employee services providers, it is up to us to set our own course—nobody else will or worse yet—somebody else will.



**"As employee services providers,
it is up to us to set our own
course—nobody else will or worse
yet—somebody else will."**

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See you in booth 415

Putting the "Supply & Demand" Principle to Work

by Cynthia M. Helson, editor

Some members are holding resale events and coordinating other efforts to link "suppliers" with "customers."

“One person’s castoff is another person’s treasure” is a common saying. You can help employees find their treasures by organizing a resale event such as an on-site market in your parking lot, a sports equipment swap meet, a used furniture sale and other opportunities such as an “Adopt-A-Pet” program. The buyers are employees, though in some cases, the sale is open to the public. The sellers can be employees, the company or in some instances, outside agencies. Though NESRA members are known for having NESRA Associates come on-site to sell new items, this article will focus on previously

owned items, homemade goods or other noncommercial products.

In talking with some chapter leaders, I discovered there are many variations to these sales and all seemed relatively easy to implement. Most times they required NESRA members to recruit sellers, collect money from sellers for each selling area, assign a selling space to each seller (though some simply marked off spaces and made them available on a first-come-first-serve basis), possibly provide tables and chairs (not all did this) and promote the event to buyers.

The day of the event, members set up the selling area, helped where needed and cleaned up. As events varied, so did implementation.

With each description of a sale, there is a brief description of how to implement it.

Here's a sample of fun sales and events:

Office Furniture Sale

*Independent Life and Accident Insurance Co.
Jacksonville, FL*

*Tala Howard-Reynolds, CESRA
SHARE Coordinator
(904) 358-5201*

Independent Life and Accident Insurance gives employees the chance to purchase unneeded office furniture. Management approves the sale and Tala Howard-Reynolds, CESRA, organizes 1-2 day sales where employees purchase items such as lamps, calculators, file cabinets, pictures, chairs, desks and more. She prices the items the night before and organizes cashiers and movers for the day of the sale. Sale profits are donated to a community service organization.

Hobby Club Swap Meets

*The Boeing Company
Everett, WA*

*Gary Walk, recreation manager
(206) 342-8367*

The Scuba Club and The Ski Club at The Boeing Company organize their own Swap Meets. Members of the clubs get a free, or drastically reduced rate for their selling space. Other sellers at these events are local skiers or scuba divers or local equipment suppliers who purchase selling table space. The Swap Meets are held after hours or on Saturdays and are advertised to employees and the community. Admission is free. Skiers and scuba divers get to sell their equipment to others while they may purchase upgraded equipment.



Kids Clothes Kloset

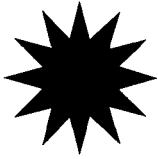
*Botsford General Hospital
Farmington Hills, MI
Beverly Weiss, CESRA, manager,
compensation and benefits
(810) 471-8654*

On a Friday from 10 a.m.-3 p.m. employees can sell children's clothing, toys, furniture and books to other employees. The Kids Clothes Kloset is organized so that employee sellers do not have to be present during the sale, but they do have to agree to pay 10 percent of their total sales as a selling fee. Volunteers are recruited to set up the selling areas by category; to staff the sale; to clean up; and to sort and bag unsold items by employee I.D. number. To entice employees to volunteer, they are rewarded with a one-hour preview buying opportunity and if they sell items, the 10 percent cost is waived. These incentives usually draw more volunteers than are needed.

Employee sellers tag their own merchandise with masking tape. Tags have their employee I.D. number and item price on it. Masking tape tags are attached with half of the tape folded under the actual tag so that price information can be torn off, not peeled off at the point of sale. Sellers place items in each category.

Prior to opening the doors, volunteers are given their chance to shop while staff acts as cashiers. Throughout the sale, employee buyers collect items from various categories, then bring them to the cashier. The cashier rips the tag, puts it in a plastic sheet protector, totals sales and collects money. Customers can pay with cash, check, or payroll deduction.

At the end of the sale, tags are separated by I.D. number. They are removed from sheet protectors and placed on a sheet of computer paper with the appropriate seller's name and I.D. number on it. The sale takes place on Friday. Over the weekend, staff tally the total for each seller and attach the adding machine receipt with the total minus the 10 percent selling fee. On Monday, each seller receives the sheet with all the price tags, the adding machine tape and cash for their sales. It takes about 6-8 volunteers for each 2-hour session, plus 12 volunteers to clean up and sort.



Everything Under the Sun Sale

*3M Club, Lake Elmo, MN
Mary Daniels,
data processing,
accounting coordinator
(612) 733-6225*

Rain or shine, this event takes place on a Saturday from 9 a.m.-2 p.m. Employees can purchase selling spaces in increments of two parking spaces. In sunshine these spaces are outdoors. When it rains, sellers display in an indoor parking garage. The sale includes boutique items (handmade goods), garage sale items, bikes, boats, plants...whatever employees can sell with the exception of pets, guns or commercial items. This event is open to the buying public, but selling participants must be 3M Club members, retirees or family members.

There's a limit of 200 spaces that are assigned when entry fees are paid. A grid of the selling area records who has which spot. Participants are responsible for setting up their display area and providing their own chairs, tables and signs. Sellers may use their car, truck, van or whatever is convenient for selling their goods. All material brought in must be sold or removed the day of the sale. There is a "Goodwill Truck" on the premises where participants can dispose of items they do not care to take back with them. The 3M Male Chorus runs the event. They direct sellers to their parking spots, staff concession stands and operate "roving food carts." The Chorus also entertains the group with a mini-concert.

NIESRA Chapter Flea Market

*Bertsch Vending, Warsaw, IN
Sandy Harrell, administrative coordinator
(219) 269-9600 x267*

This event is similar to the one above, except that it is organized by a local NESRA Chapter, the Northern Indiana Employee Services and Recreation Association, Warsaw, IN. Spaces of 10'x10' are sold to chapter members and their employees for \$10 each. Members sell antiques, craft items and garage sale items. The flea market takes place on a Saturday at a corporate site and draws buyers from member companies and from the community. One person is assigned to collect the money prior to the event and on the

day of the sale, others mark off the spaces on cement. Volunteers are needed to staff the event and publicize it ahead of time.

Used Book Sale

*Global One, Reston, VA
Carol Remington, manager,
employee relations
(703) 689-5165*

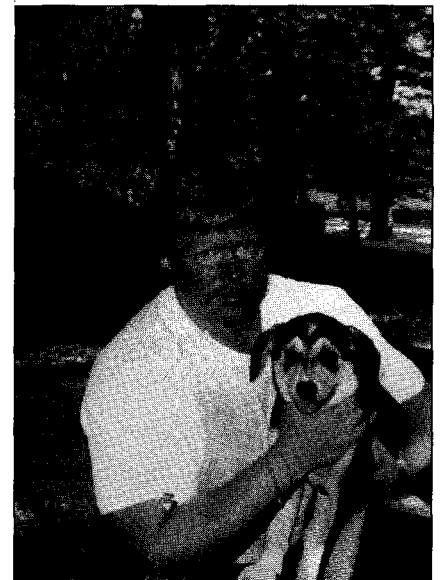
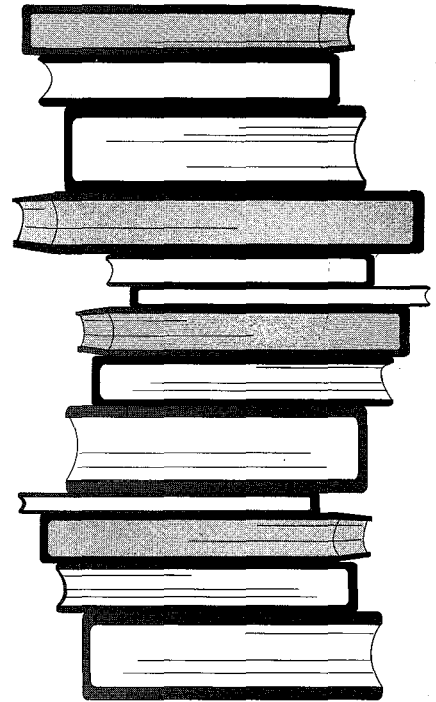
Employees donate used paperback and hardcover books to be sold to employees during a Used Book Sale held from 10 a.m.-2 p.m. in a conference room during a workday. This combination sale and community relations fundraiser generates funds to be donated to a charity and leftover books to be donated to a homeless shelter.

The books are collected and stored until the day prior to the event. Then, books are categorized by type and put on tables, for display by category. Signs mark the categories and prices. Paperbacks are sold for 50 cents or \$1 and hardcover books are sold for \$2 or \$3. Volunteers from Global One's Community Relations Team sorted the books, staffed the sale and at day's end, boxed the leftover books and brought them to the shelter. Remington recommends those who plan to do this to make sure they have the space to store the books prior to selling them.

Adopt-A-Pet

*Frito Lay, Inc.
Dallas, TX
John Rath, general manager,
Employees' Association
(972) 334-5910*

The Society for Prevention of Cruelty to Animals (SPCA) contacted John Rath about running an Adopt-A-Pet program. The SPCA brought about 50 cats and dogs in cages to a shady outside area for display during lunchtime. By the end of the day, 38 pets went home with employees. This program cost the employees' association nothing to run. It allowed some employees to find



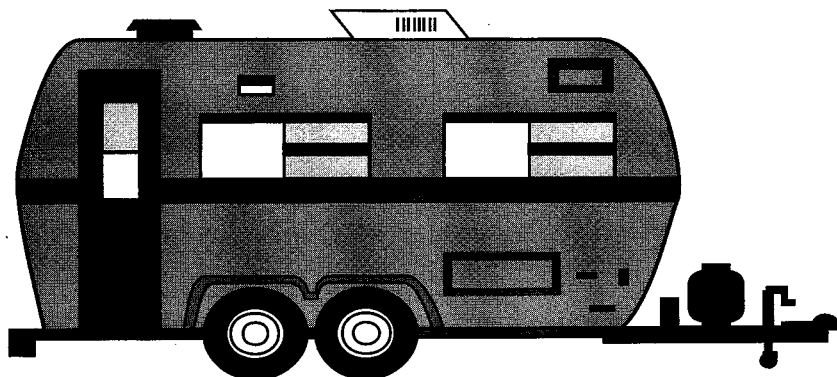


new pets and other employees to enjoy the pleasure of seeing cute, cuddly dogs and cats in the midst of a workday.

Some employees voluntarily took a vacation day to help SPCA volunteers walk, feed, and pet the dogs

and cats. All animals had immunizations and shots. Employees could purchase pet care products and SPCA promotional items.

In preparation for employees to adopt a pet, SPCA representatives ran a lunchtime seminar for those considering adoption. The seminar focused on how to choose the proper pet and how to properly care for a pet. Two weeks after the adoption, SPCA representatives returned for a question and answer session for all those who adopted.



Swap'n Shop Classified Ads

Raytheon E-Systems, Greensville, TX
Bob Brown, business manager
 (903) 457-5997

Employees looking to buy previously owned cars, computers, furniture, appliances and much more look to the Swap'n Shop section of their newsletter, *Teamer Times*.

Ads are listed under the following categories:

- Cars, Trucks and Recreational Vehicles
- Computers/ Electronics
- Furniture/Appliances
- Property/Homes
- Miscellaneous
- Free Items

Ad forms ask employees to fill out name, date, extension, etc. Sellers must circle the category of the ad and to write the ad as it should appear. Forms are 8-1/2" x 5-1/2" sheet with the form on one side and a return address on the other reading, "Mail room: Please deliver to Swap'n Shop." Other instructions on this side read, "Do not fold. No envelope necessary."

The rules for submission are:

- All items for sale must be priced and extension numbers must include contact name.
- Limit 40 words per association member per week (total of all ads submitted).
- Ads in different categories must be on separate forms.
- No business-on-the-side, gun, roommate, animals for sale or rental (lease) property ads accepted.
- Ads will run no more than three weeks (After a three-week waiting period, ads may be re-submitted).
- All ads must be submitted weekly. Deadline for ads is Friday noon, prior to the week of publication.

Bob Brown comments that employees like this service so much, that they crowd around the newsstand before work waiting for its arrival. This is a free service for employees at this location, though I have heard of some NESRA members charging employees a fee to run each ad.



Tell us how you link "buyers" and "sellers" by faxing your ideas to NESRA Headquarters (630) 368-1286 or by e-mailing us at NESRAHQ@aol.com or e-mailing us directly from our website <http://www.nesra.org>.

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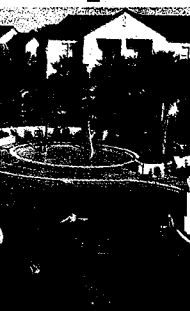
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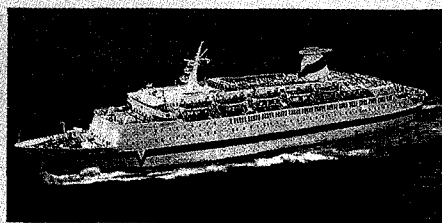
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NESRA



Workplace Romance

An Open Door to Sexual Harassment

By Kevin Brown

▼

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Endorsement

The rise in number of women in the workplace has triggered a variety of adjustments in the fabric of our society. As these issues surface, a few in corporate America are trying to respond. But many companies are reluctant to address problems that are tied to the personal lives of their workers. A classic example has been the response to child-care issues. Many companies have done nothing to address the issue. Only recently, laws were established to allow for time off to deliver a child without jeopardizing employment.

Corporate reluctance to involvement is rooted in fear of increased legal exposure. Ironically, by ignoring at least one problem, these companies open the door for becoming embroiled in a highly publicized issue.

Currently, the media seems eager to report on sexual harassment, especially in the workplace. Cases have been made that workplace harassment often begins as a crude attempt by one person to initiate some bond with another beyond accepted business parameters. The basis for a suit occurs if the overture is rejected but the attempts continue.

This scenario poses some questions. Why aren't people keeping their urges out of the workplace and thereby avoiding the risk of harassment suits? Why aren't employers establishing clear policies about dating co-workers?

Answers to the first query lie in the relationship between available time and opposite gender proximity caused by the changing dynamics of the workforce. All single people, men and women, now face the same time constraints for social interaction and relationship development. Most people have little time away from work to invest in pursuit of a mate. Many will seek to extend this time window by

incorporating the search into other areas of their lives.

The area of life most eligible has become, quite naturally, the workplace. Proximity to members of the opposite gender for 8-10 hours a day provides relative safety in a time when social normalcy is weak. The situation makes scrutiny of a potential partner possible and subsequent relationships a reality. One researcher has characterized the workplace as becoming "the dating service of the 90s," reports *Office Romance: Love, Power & Sex in the Workplace*, Lisa Mainiero, Ph.D. Incidentally, reinforcement for relationships is everywhere in the workplace in subtle ways. The excitement of challenges in a stimulating workplace or boredom of a dull and repetitious labor routine can both contribute to a fertile dating environment. The workers transfer strong feelings or frustration energy to attractive co-workers nearby. This misattribution can be exacerbated by perks. Project teams, lunching together, out of town trips to conferences or seminars, all contribute to temptation.

The bane of most employers surrounds what happens if an office romance dissolves. After a breakup between dating co-workers, animosities can explode into a legal mess that may drag an employer into court. And the odds of sexual harassment suits tend to increase in proportion to the couple's unequal status in the office. (*Money*, Feb. 1995.) Finally, productivity can collapse entirely if a break up occurs between dating or married project team members or in small, close office environments. Another repercussion could result in the situation most managers fear most, nepotism. Just the idea of nepotism is a danger. Even if there is no favoritism between a worker and the subordinate mate, co-workers may stop viewing the couple as two individuals and begin

Kevin Brown is a lifetime hospitality professional and consultant to the Perfect Match of Colorado dating service. He can be reached at (719) 594-6100.

seeing them as a team, perhaps sharing information that is withheld from the group. Break in a team-work ethic becomes a real possibility. Additionally, superiors of the dating couple will also encounter problems when attempting to promote or reassign one or the other in a couple, especially if the advancement requires a move out of town. This problem can actually be a catalyst to the breakup of the couple and cause resentment in the new office surroundings. These dangers are enough, at least one researcher says, to actively promote alternatives to dating among co-workers.

In all fairness, the results

of office romance aren't all bad. Some say relationships formed in the workplace can be beneficial to the company's goals in two ways. Loyalty toward the employer gains strength in each partner through the reinforcement from the other partner. Also, problems faced at the job can be discussed, even solved through after-hours conversations. (*Fortune*, Oct. 1994.)

However, some experts say this sharing can also lead to dangerous conclusions, such as a disgruntled employee poisoning an otherwise loyal worker. But having no policy against dating between co-workers is

tantamount to condoning the behavior.

It's surprising that even when faced with so many possibilities for problems employers only use informal "grapevine" type communications to influence workers against dating each other. They feel stuck in the realities of gender proximity and, fearing legal exposure, offer no solutions or advice to solve the dilemma. Paradoxically, most employees are reluctant to date co-workers.

As awareness of sexual harassment grows, the issue of alternatives to workplace dating must be addressed. And, according to a recent survey, women expect some help with issues like

workplace dating. *The Women's Voices Project*, conducted by the Center for Policy Alternatives in Washington, D.C., revealed that working women have expressed a willingness "to put strong demands on business" to find solutions to evolving social problems, especially problems associated with time constraints due to work responsibilities.

Forward thinking companies that find the way to accommodate love among workers may be fostering the psychological health of modern men and women. The right approach could have a positive impact on the competitive health of the company itself. (*Psych. Today*, Mar/Apr. 1995.) ☞

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NESRA Proudly Presents Its
1997 Employer Of The Year
**Mr. Ambrose L
Schwallie**

President Of Westinghouse Savannah River Company



Mr. Schwallie (center) presents the Championship Cup to the SRS Corporate Running Team, which triumphed in a competition with teams from other corporations across the state.

Mr. Schwallie is awarded this high honor in recognition of his dedication to the success of the Operations Recreation Association at Westinghouse Savannah River Company in Aiken, SC. ESM interviewed this notable employer to showcase his perception of the value of employee services.

ESM: Give us a brief overview of Westinghouse Savannah River Company and its Operations Recreation Association.

Schwallie: The Westinghouse Savannah River Company (WSRC)—a subsidiary of Westinghouse Electric Corporation—leads an integrated team of companies that operates the Savannah River Site for the U.S. Department of Energy (DOE).

Since the 1950s, the Savannah River Site (SRS) has focused on national security work; environmental cleanup; waste management; and technology transfer initiatives. That's a wide range of activities and has covered a variety of Cold War and post-Cold War operations, from running major nuclear material production facilities to accomplishing some of the largest environmental remediation projects in the world. The complex covers 310 square miles encompassing parts of Aiken, Barnwell and Allendale counties in South Carolina, bordering the Savannah River.

The WSRC team also includes subsidiaries of Bechtel, Babcock and Wilcox and BNFL Inc. (British Nuclear Fuels). Today, over 15,000 people are employed at SRS, making it one of the largest employers in South Carolina. Over 85 percent are employees of the core WSRC-led team. It's a very capable, diverse workforce.

All employees of WSRC and our other corporate partners are eligible for participation in the Operations Recreation Association (ORA) program.

The ORA was incorporated in 1953 as a morale-building program for the Operations group of what was then called the Savannah River Plant (SRP). Ever since then, the ORA has been led by a volunteer Board of Directors. Prior to 1989 when Westinghouse became the Savannah



A strong employee services program is just one avenue to open communications between management and employees. WSRC also periodically brings employees and senior management together for roundtable meetings where employees can freely ask questions or voice concerns.

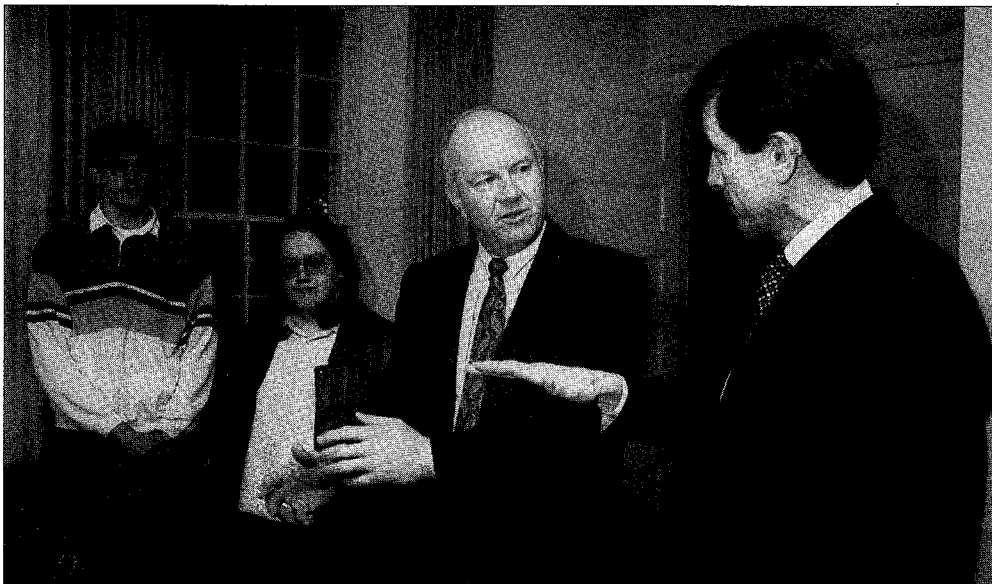
River Site's operating contractor, the employee services program was limited to employees of the operations side of our business. Since then we've moved it towards a more seamless structure to include our sizable construction workforce as well.

ESM: How have you creatively positioned the employee services organization to save money for WSRC and thus enhance the value to the Department of Energy as well as to employees?

Schwallie: The site Operations Recreation Association (ORA) has the charter of making SRS a better place to work for employees. But the ORA itself has not been immune to change. Over the last 8 years, ORA staff has shrunk from three WSRC support personnel to zero. And, as the ORA budget was cut in half (our overall site budget has been cut over 40 percent), the number of employees served by the organization rose.

Clearly, this organization, which has provided so much to our employees and our community, is facing difficult times. I look for areas where the ORA can play a role and assume some degree of responsibility for site initiatives that tie in with business objectives, thus saving the site money and in some cases providing direct revenue.

In the past, our employee services program has earned revenue by selling home safety items to employees, participating in site Safety Conferences and assisting in procurement of morale and incentive gifts supporting the site's Quality Improvement Suggestion System, the United Way campaign and Blood Drive. The employee services program also assists during annual deer hunts, an activity that in 1996 alone saved WSRC \$7,000. By positioning the employee services program to realize such cost savings, we greatly enhance its value to the site. It also makes it easier to defend employee morale and motivation spending during budget deliberations.



WSRC also supports local colleges and universities through its company giving program. Here, Mr. Schwallie (second from the right) is seen with two students and the President of Augusta State University, just one recipient of WSRC donations to improve education.

In addition of defending funding for ORA, I also secure and maintain an office and store space for ORA staff. I make sure the program has adequate mail, print and telephone support. On a site as large as ours, this is important! But most importantly, I continue to drive the ORA—as I do the rest of our organization—to be creative in its funding and the value it returns on that funding.

In fact, we're currently looking at an initiative that would allow the employee services program to take over publication and distribution of our employee newspaper, which goes out to a population of 15,000. We hope the employee services program can sell advertising to offset the cost of printing and distribution. This would be a tremendous savings to us—and a source of additional revenue—if we can make it work.

ESM: *To what do you attribute the overall success of your ORA program?*

Schwallie: The program offers services that employees truly want and enjoy, and it's also extremely well-run. Employee involvement has existed from the beginning and continues today.

We've seen major demographic changes to our workforce. Leisure time is at a premium; employees want to be able to renew their energy at or near the worksite.

Today, our ORA provides a well-rounded program, a 211-acre recreation facility and three employee stores where people can purchase tickets for local and regional events as well as recreational items such as shirts, caps and so on. Most important, the ORA has been willing to change and adapt along with the rest of the site to the pressures of a decreasing federal budget while still providing benefits and services that are valued by a diverse workforce.

ESM: *How would you describe your general management philosophy?*

Schwallie: The WSRC philosophy, which reflects my own, is outlined in the company's five imperatives. They are: working safely, conducting all jobs within a framework of formal disciplined operations; finding cost-effective ways to do all work; examining all parts of every job to find ways to continuously improve; and using teamwork in a way that values people.

ESM: *How does your support of Operations Recreation Association complement this philosophy?*

Schwallie: While the first four imperatives listed above have been with us for a while, we just added the fifth—Teamwork. The emphasis we're putting on teamwork reflects our need, in an environment of shrinking resources, to value every employee's contributions and work together successfully. The ORA naturally encourages teamwork.

New relationships begin through participation in special events, sports teams, hobby clubs and community service activities. Such activities help employees learn more about each other. This reduces feelings of uncertainty or apprehension when working with someone new on a team. Participation in recreational activities also broadens an employee's network within the company and provides that employee with a greater appreciation of all aspects of our operations.

Our ORA has been extremely successful in supporting site safety and quality programs. Our site safety

"We've been able to find great opportunities for alternate sources of revenue while making a worthwhile contribution to site business goals and cultural initiatives."

posture emphasizes the fact that safety is a 24-hour-a-day attitude, not something you can turn on or off as you come and go to work. That attitude has resulted in a safety record at our site that is at least 10 times better than industry in general in every critical safety category. The ORA store sells home safety items to reinforce that 24-hour mentality. Since the ORA took responsibility for this activity, we've seen dramatic increases in both sales and employee awareness. In addition, they displayed items related to home safety for sale at our annual employee Safety Conference and helped us with an awards program that provides employees with gift certificates for use in the ORA store. That's worked quite well.

ESM: *In your opinion, what is top management's role in activity support?*

Schwallie: First of all, I see my role as helping our employee services programs survive despite dramatically shrinking budgets. The only way I can do that, however, is to work closely with our ORA managers and supporters to find new and creative ways to operate more cost effectively and balance the needs of our employees with the desires of the taxpayers who ultimately provide our budgets. We've been able to find great opportunities for alternate sources of revenue while making a worthwhile contribution to site business goals and cultural initiatives.

ESM: *How has your program grown in the last 8 years?*

Schwallie: When WSRC took over the management contract at SRS in 1989, the ORA had just 4,000 members. A large increase in employment in the 1989-1991 time period boosted

membership to 16,000. During those years, we saw high levels of participation in activities and needed more diverse activities.

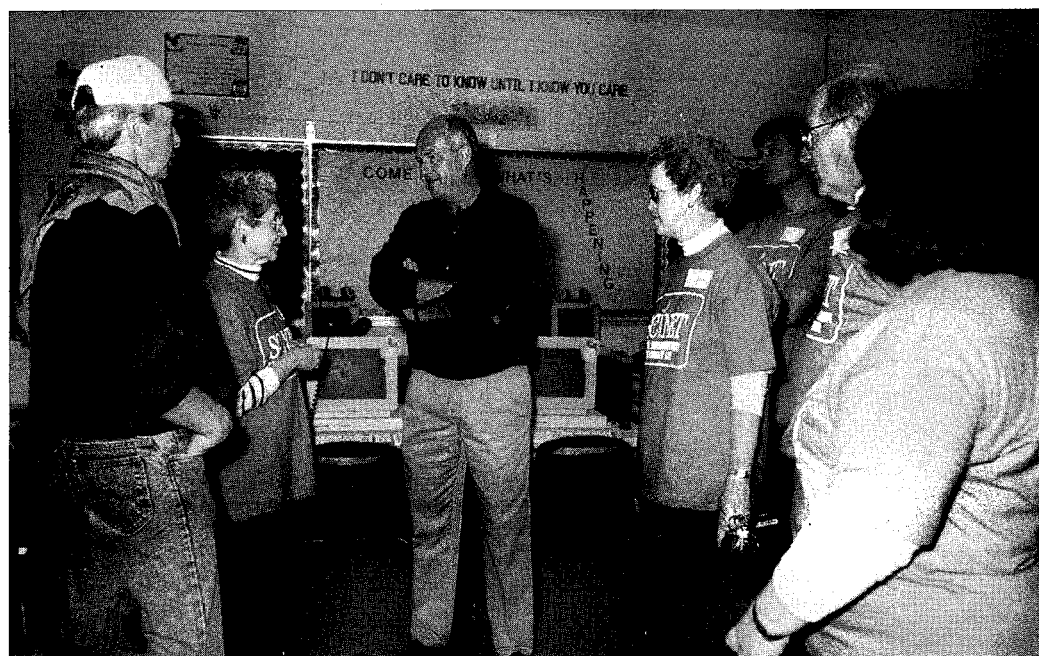
A recent staffing reduction has brought membership down to about 10,000, but we've seen no corresponding reduction in quality or variety of programs from the ORA. In fact, we've seen expansion. We have involved the ORA in our site Deer Hunts (a public program to help control a burgeoning deer population on our 300 square-mile site), employee Safety Conference, our site newspaper and employee awards program. The ORA's new Ropes Course is used to teach and emphasize our Teamwork imperative. And we don't see our

"...We don't see our employee services program as having reached its peak yet; we expect even more variety and success as we look together to find ways to creatively face funding and staffing challenges."

employee services program as having reached its peak yet; we expect even more variety and success as we look together to find ways to creatively face funding and staffing challenges.

ESM: *Employees are spread over 300 square miles at the Savannah River Site. How can employee services programs benefit workplaces that are as geographically dispersed as yours?*

Schwallie: By bringing these employees together, for one thing. Employee services programs may be the only face-to-face contact certain employees on our site have, yet these



In keeping with SRS's dedication to making its surrounding community a better place to live and learn, Mr. Schwallie (center) recently joined over 40 volunteers (over half from SRS) to wire a local elementary school for the information age. East Aiken Elementary was one of 10 schools participating in South Carolina's first SCINET Day, an overall technology-in-schools initiative launched this year by SC Governor David Beasley.

"The ORA and SRS will be here for a long time. Their roles will change with the challenges that present themselves. Though the future is hard to predict, I can say that—as long as we continue to be creative—the employee services program will be involved in the life of our employees. It has earned the respect of our employees, their families and the community."

employees are linked in an important sense in that their direct and indirect interactions have a direct bearing on continued successful operation of the site. Playing together makes it easier to work productively together, without distractions and differences looming as barriers to communication or effective teamwork.

When a company improves the quality of worklife for employees, employee communications are improved, operational costs such as healthcare, absenteeism and turnover may be reduced, and employee motivation and morale increase. All of this contributes to better employer-employee relations, and ultimately improved productivity and profitability.

When the new contract took effect October 1, 1996, I emphasized that all members of the WSRC integrated team were part of a "seamless organization." Our contract is set up to discourage turf wars: we all succeed or fail together and the manner in which the different companies get paid reflects that.

Employee services programs provide opportunities for employees of all of our partner companies to come into close contact with one another and play together on the same

team, a parallel to the kind of relationship I want them to feel on the job.

ESM: *How does offering employee services enhance the image of your company in the eyes of your community and in the eyes of potential employees?*

Schwallie: These days, companies take seriously the responsibility of adding value to their communities. That's particularly important for an industry such as ours, with a number of missions that tend to generate great public scrutiny, if not controversy.

We are quite fortunate at SRS to enjoy extremely strong support from our surrounding community. The site has taken a leadership role in community activities; it's expected of us and we are privileged to play that role.

Our strong employee services program has served us well in our effort to support community initiatives. It assists us with United Way functions. Just this year, we co-sponsored a Corporate Cup challenge one-day "Olympic Games" event in which teams from local companies competed and donated proceeds to charity. That's just an example of the kinds of activities our employee

services organization makes possible for us.

ESM: *What trends do you see in employee offerings?*

Schwallie: We expect to see more emphasis on employee health and health awareness. It's something our ORA seems well-equipped to handle.

ESM: *How do you relieve stress and balance your work and personal life?*

Schwallie: I run hard all week with work-related activities. To get my mind off the stress this can generate, I make it a point to devote weekends to pleasurable social activities with my wife, Gwen, and close friends. I also exercise three to four times a week and play golf on Saturday.

ESM: *What do you expect from those who run your ORA?*

Schwallie: I expect a program that addresses the real needs of our employees' mental and physical health, and I expect it to be run in an ethical, fair and efficient manner. I want to see the organization responsive to change, looking for ways to work together and add value to our five imperatives. I expect them to welcome challenges and contribute to our overall success.

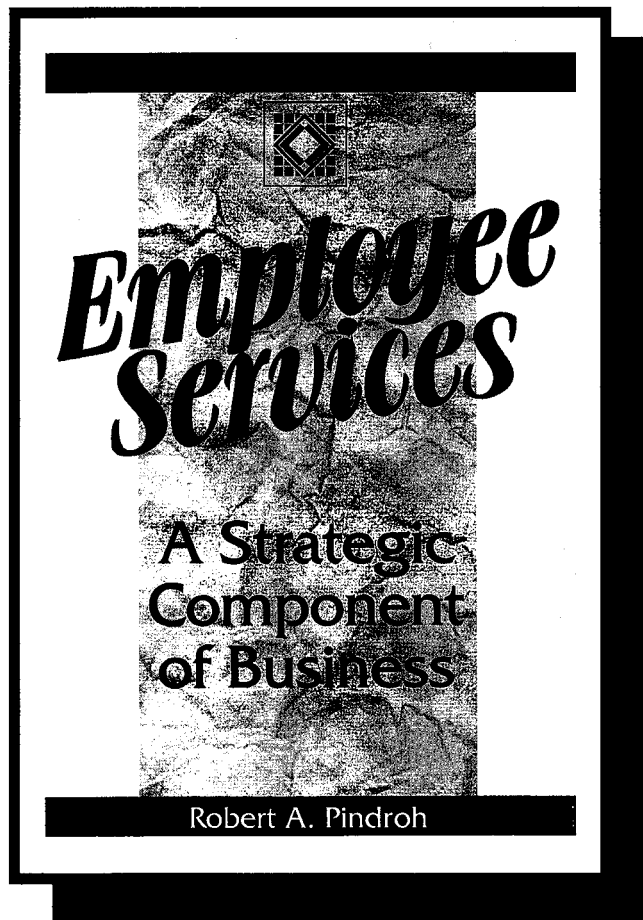
ESM: *What role will these programs have in the future?*

Schwallie: The ORA and SRS will be here for a long time. Their roles will change with the challenges that present themselves. Though the future is hard to predict, I can say that—as long as we continue to be creative—the employee services program will be involved in the life of our employees. It has earned the respect of our employees, their families and the community.



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Perspectives in Risk Management: **Directors and Officers Liability**

By Gene Garritano

The myriad of functions and services performed by various club organizations presents the potential for numerous liability exposures.

One such exposure lies in the area of Non-profit Directors and Officers Liability. It is a commonly held misconception that directors of a nonprofit organization do not face significant exposures to personal liability from the services they perform as directors and officers of an organization.

Given the unique nature of nonprofit organizations, directors and officers of nonprofit organizations are to some extent at risk for personal liability as are their counterparts at larger publicly held corporations. Oftentimes the nonprofit directors face more challenges in fulfilling their responsibilities since they are not subject to the same reporting requirements and regulatory oversight that serves to guide general corporate behavior.

Many NESRA members generally serve with modest or no compensation and typically see their roles as merely voluntary, necessitating only limited attention to the affairs of the corporation. The NESRA membership is a constituency that represents a broad continuum of possible directors and officer management scenarios.

These range from the larger well-funded clubs with full-time staffing and a complete activity and service orientation to the smaller clubs with no physical premises and limited budget. The smaller clubs may have employees who also perform other services for the organi-

zation and spend limited time and energy on company picnics and holiday functions. Further, because of the organizations' limited resources, directors are not able to avail themselves of support by consultants and professionals that typically serve their counterparts in publicly held corporations.

Nonprofit directors and officers are held to the same legal standards as those of for-profit corporations. These standards include:

- **Duty of Loyalty**—devotion to the well-being of the organization and the members, including faithfulness and allegiance.
- **Duty of Care**—responsibility for close attention and watchful oversight.
- **Duty of Obedience**—follow and comply with orders and instructions from authority.

When you combine the unique challenges directors face, the need for adequate insurance protection becomes apparent.

**This is the first in a series of
articles designed to focus attention
on the unique property and liability
exposures associated with
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Motorola has a long-standing employee services program and has compiled instructional information and form samples for a variety of programs. This 238-page, 2nd edition book has sections on safety, insurance, financing, recognition, banquets and on how to plan on- and off-site activities and events. It's a great reference tool—and a treasure of new ideas—for anyone planning employee services.

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LIABILITY

Examples of actual claims against nonprofit directors and officers include:


■ Director of an employee club decided to apportion funds to the development of a new wellness program rather than apply them to the refurbishment of existing premises that were in partial disrepair. The directors were found liable after a physical injury was sustained as a result of their failure to improve the premises due to the diverting of funds.

■ Directors of an employee club issued a statement they would be dissolving their relationship with a contracted health club and offering a new, on-site facility. The statement was ambiguously phrased and was subsequently interpreted to be defaming to the health club. The directors were found liable for misrepresentation and assessed significant damages. The damage calculations were based on the number of participants who had utilized the health club.

Some awards against the directors can be substantial. This is due to not only the inherent severity related to the activities of the director or officer but also to the moral implications of the authority granted to a director or officer who utilizes said authority with conscious and deliberate action.

Coverage for the employee club including directors and officers errors and omissions is important. The employee club insurance would provide the necessary protection for the individual as well as the association.

Since 1995 NESRA has offered a broad scope of insurance protection for their members. Employee Club Protection is an exclusive insurance policy offering coverage including directors and officers, Errors and Omissions, participants legal liability and more. Backed by an "A+" rated carrier you will find this program protects your club activities.

Join the growing number of NESRA members insured under this plan. We would like to hear from you on insurance coverage and concerns. Please fax us any questions you might have regarding insurance and risk management. For more information, please call toll free (800) 350-0247, Fax: (805) 543-3064. 

Gene Garritano is vice president of Morris & Garritano Insurance Agency, San Luis Obispo, CA.

Let Them Exercise At Home

by Ken Paxton

There are more ways to skin the fitness cat than to open a fitness center on-site. You can educate employees about the importance of working out and provide them with an extremely convenient place to do it—their home. By combining a home fitness equipment discount program with a fitness educational program you can save employees time and money and get them working out.

Whether you are looking to start a health and wellness program, complement a current one or simply offer an employee perk, look for a program that can greatly benefit your organization and employees. Offer a discount on home exercise equipment and an educational program to complement it. When partnering with a program supplier, find one that will work with you to raise the health awareness of your employees and educate them on the life-enriching benefits of regular exercise. Keep in mind that you want to find an attractive program that is simple to follow and can lead to positive lifestyle changes.

Choosing a Program

- Look for a supplier that combines education with a discount on home exercise equipment.
- Always get the best percent savings that will be extended to your employees on specific home exercise equipment.
- Decide if you will offer skiers, treadmills, riders or strength trainers. Find out if the equipment is designed for employees of all ages and exercise levels.
- Look for a program that costs you nothing.
- Discuss whether you will be responsible for creating promotional materials or if the supplier will furnish them. Ask about free posters, flyers and newsletter articles to

By combining a home fitness equipment discount program with a fitness educational program you can save employees time and money and get them working out.

create awareness and drive interest in the benefits of regularly using quality exercise equipment.

- Clarify who will handle the administration of the program. Ideally the supplier should provide a specific contact person to answer questions, take orders and ship directly to your employees' homes.
- Consider special services of the supplier. Are they easily accessible to employees? Can they provide speakers for seminars? Will they conduct demonstrations at your health fair?
- Evaluate who your employees will be talking to. Are they knowledgeable about the product? Will they take the time with employees to help them choose the correct equipment to meet their needs?

Healthy employees are the number one asset to any company. If you would like to educate and motivate your employees about the benefits of exercise, consider combining a discount on home fitness equipment with an educational program.

Ken Paxton is a health promotion consultant with NordicTrack. His primary responsibility is the design and implementation of health and wellness programs for corporate partners. He can be contacted at (800) 245-6108, ext. 6088. NordicTrack offers a BeneFitness Program.

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ticular situation, whether developing a new product or trying to figure out new ways to improve customer service.

For more information contact Training and Development Resources, 650 Washington Rd., Sixth Floor, Pittsburgh, PA 15228, (800) 899-8552, (412) 343-8580, FAX (412) 343-8423

▼ Software Eases Employee Fitness

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For more information contact, Sports Link, P.O. Box 82477, Portland, OR 97282, (503) 224-LINK.

▼ Book of Wellness

Are your fitness level, the quality of your diet, your sense of humor, your capacity for managing stress and your ability to

fashion and sustain a satisfying and healthful lifestyle all connected to a deeper psychological variable? Donald Ardell in *The Book of Wellness* has written a lighthearted exploration into the meaning and purpose of life in the company with 100 wellness leaders from the U.S., Canada and Australia.

For more information contact, Prometheus Books, 59 John Glenn Drive, Amherst, NY 14228-2197, (715) 691-0133, FAX (715) 691-0137. 

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Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM. If you want to see an update of the entire Buyer's Guide & Services Directory go on the Internet to <http://www.nesra.org>, where some Associates also have hot links to their web sites.

▼ **Around The World Book Fair**

15 Chrysler St.
Irvine, CA 92718
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(215) 627-6145 FAX
Contact: Susan Abrams

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Update your '97 *NESRA Buyer's Guide and Services Directory* by noting this addition:

■ Vistana Hotel (FL) new contact: B.B. Briggs

▼ **Dimension Development Hotel Co.**

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Contact: Denise Buxton

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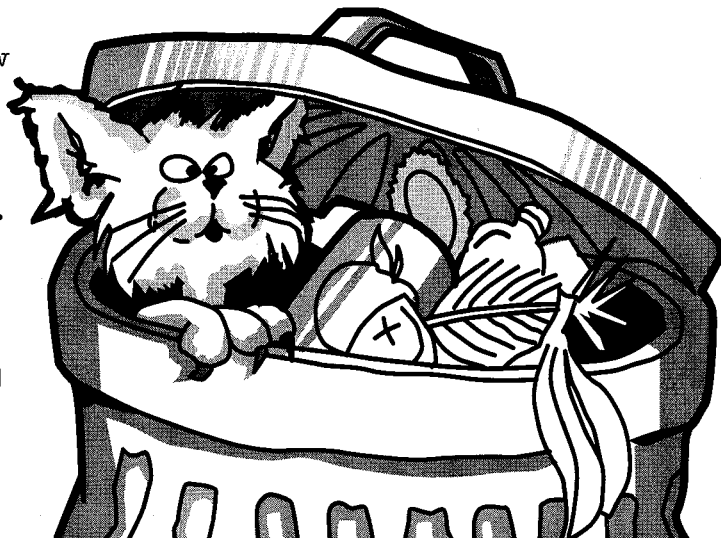
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Employee Stores Expand Services

by Cynthia M. Helson

Among some of the most interesting findings of the Employee Store Survey conducted in September, 1996 by the National Employee Services and Recreation Association were the descriptions of services offered by employee stores. Employees today can enjoy the convenience of a host of new offerings making their visit to the employee store both enjoyable and productive.

The survey reveals an average of 700 employees visit an employee store each week. Cumulatively, it can be projected that over 20,000 employees visit respondents' stores in a week.

The survey was sent to 94 employee store section members and yielded 31 responses, a 33 percent response rate. The questionnaire asked about various operating procedures.

Operation

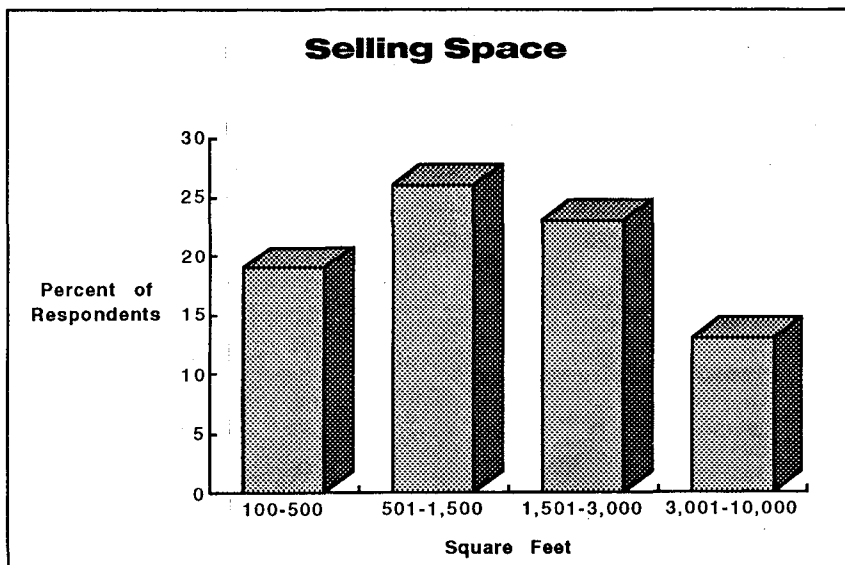
Employee stores can vary as much as corporate culture varies from one company to another. While some companies have only one store, others operate over a dozen outlets. Most respondents manage one employee store (61 percent), though 26 percent manage from 2-5 stores and 13 percent manage 9-16 stores. Store hours vary from being open an hour before the workday to an hour past the workday several days a week to being open two days a week just during lunch hours. Fifty-two percent of the stores have been open under 10 years with an even split between those open from 0-5 years and 6-10 years. Sixteen percent have been making sales for 11-15 years, 26 percent from 16-50 years and 6 percent have been open longer than 50 years.

Physical Space

Respondents *selling square footage* is demonstrated in Chart A.

Half of respondents reported the square footage allotted for their *storage space*. Of those who answered, 39 percent said they have from

Chart A



100-500 square feet and 10 percent reported using 501-1,500 square feet for storage.

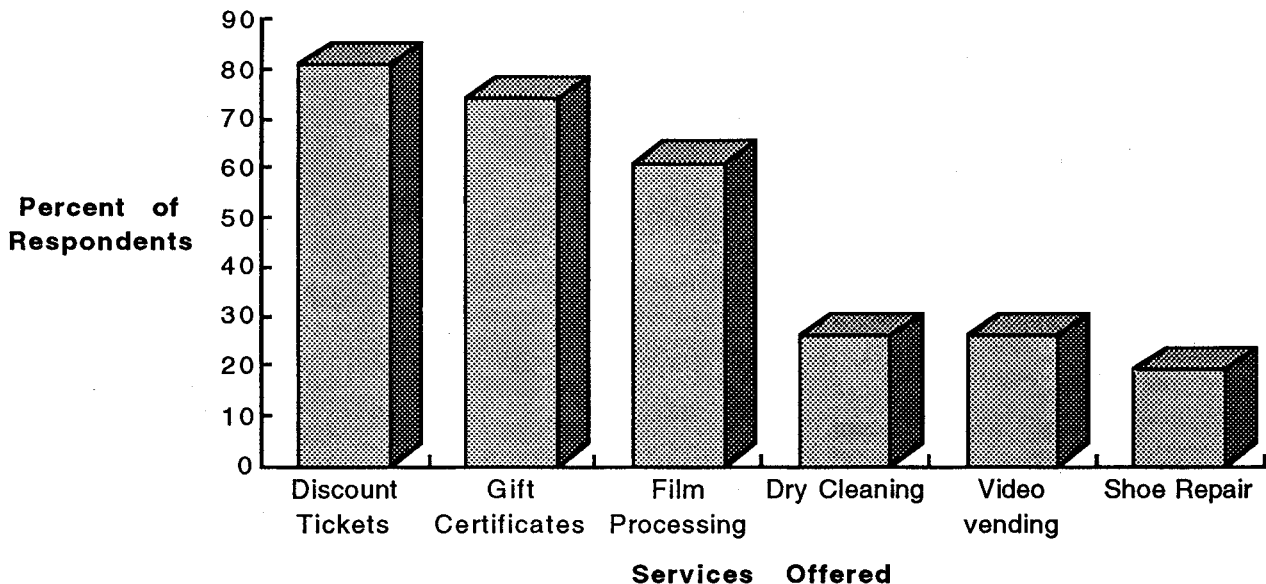
Staffing

Stores with full-time staff average 3 full-time employees and those with part-time staff average 3.5 part-time employees. Twenty percent of the respondents have retirees working in their

stores. Nearly half of respondents use internal communications to recruit store employees, while 22 percent use community newspapers and 22 percent use other methods such as sending letters to retirees, going through the company's human resources department, recruiting from colleges, placing ads on intranet and personal referrals.

New and Traditional Services

The Popularity of Services We Asked About



Additional Services Reported By Store Managers

- alterations
- bakery goods and services
- car care services including oil changes, vehicle registration and inspections
- dinner takeout service
- floral services
- gift wrapping
- jewelry repair
- mail services—first class
- office supplies
- sign-ups—all recreational events, classes and fitness center activities
- wedding invitation printing services
- video rentals

Top Product Categories

The top product categories are as follows:

Casual wear with company logo	90 percent
Other company logo items	84 percent
Seasonal merchandise	84 percent
Greeting Cards	81 percent
Athletic wear with company logo	81 percent
Sundries	58 percent
Candy	58 percent
Jewelry	52 percent
Athletic wear without company logo	42 percent
Casual wear without company logo	42 percent
Glassware	39 percent
Company products	35 percent
Appliances	19 percent
Stereo Equipment	19 percent
Televisions	16 percent

Other written in product categories: electronics, bath items, candles, newspapers, batteries, videotapes, stamps, luggage, discount cards, perfume, sunglasses, environmental items, film, impulse items, airplane models, kids' toys/games, and disposable cameras.

Best selling items categorized by value

0-\$1	\$1.01 - \$4	\$4.01- \$10	\$10.01 - \$20	\$20.01 - \$40	\$50.01 & Up
Pens	Drink cups	Key chains	Toys	Afghans	Watches
Logo product	Greeting cards	Hats	Clothes	Shirts	Sunglasses
Candles	Mylar balloon	T-shirts	Polo Shirts	Company Product	
Postcard	Batteries	Tickets			
Video Rental	Anti-acid relievers	Pens			
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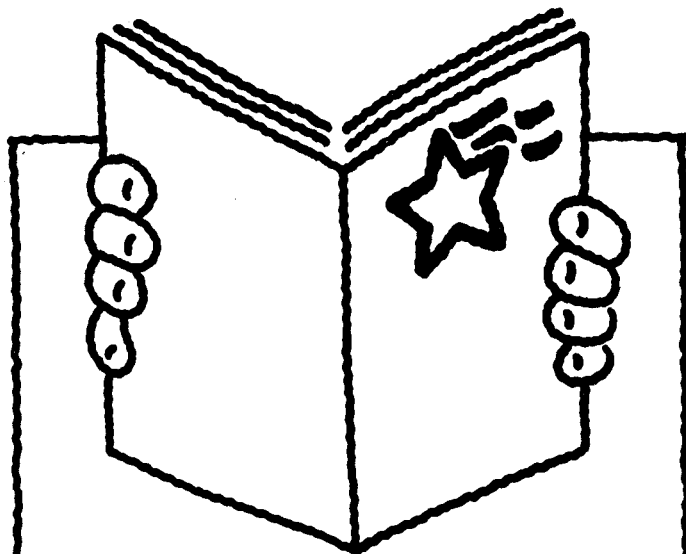
Other findings

- Over half (52 percent) of respondents have an employee store reward system that distributes company money employees can use in the employee store.
- Nearly 30 percent of respondents have a system for tracking repeat customers
- Customers who buy often benefit at 7 percent of the respondents who have frequent-shopper programs
- Forty-two percent of respondents' stores are not incorporated. Thirty-eight percent are nonprofits. Ten percent are for-profits.
- When selecting suppliers, the most important criteria are quality, price and customer service. Customer service is defined as reliable, dependable vendors that offer flexible purchasing terms.
- An equal percentage of respondents say they use their store's profits a.) to offset store overhead costs (87 percent) and b.) for the employee services fund (87 percent). Twenty-two percent use them for an employee activity fund. Two percent said they dedicate it to other purposes such as running the cafeteria, updating store fixtures and for company projects as needed. Also among those 2 percent are some who give profits to the corporation or to charity.

Trends for the Future

Even though two respondents expressed concern that employee stores may be out-sourced, most respondents project growth for employee stores. They feel the employee store will have its day on the internet. When asked, "What future trends in employee services do you foresee?" some respondents said they predict more employees will purchase items directly through the computer on their desks. Another said employee stores will become united via the Internet so that shoppers could have access to a wider variety of products. Other responses were that stores would accept debit cards instead of cash, they will provide more services that will keep employees on campus and more merchandise will be purchased on a consignment basis. It was suggested that stores would become bigger, offering less logo items and that they would be run more efficiently with longer operating hours. ☺

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by Jeffrey S. Tenenbaum, Esq.

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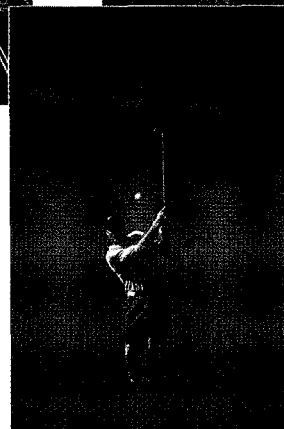
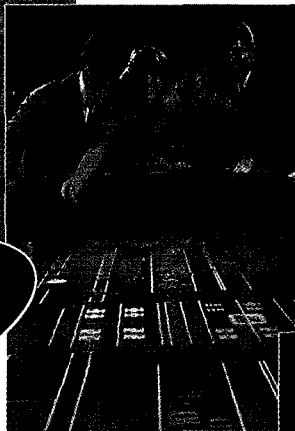
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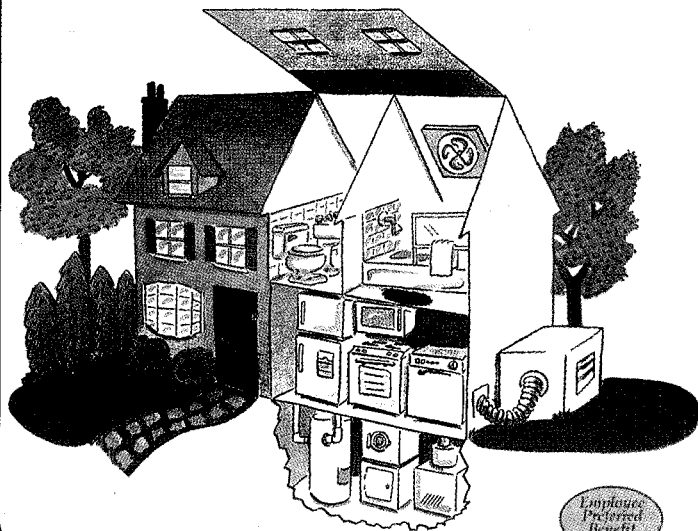
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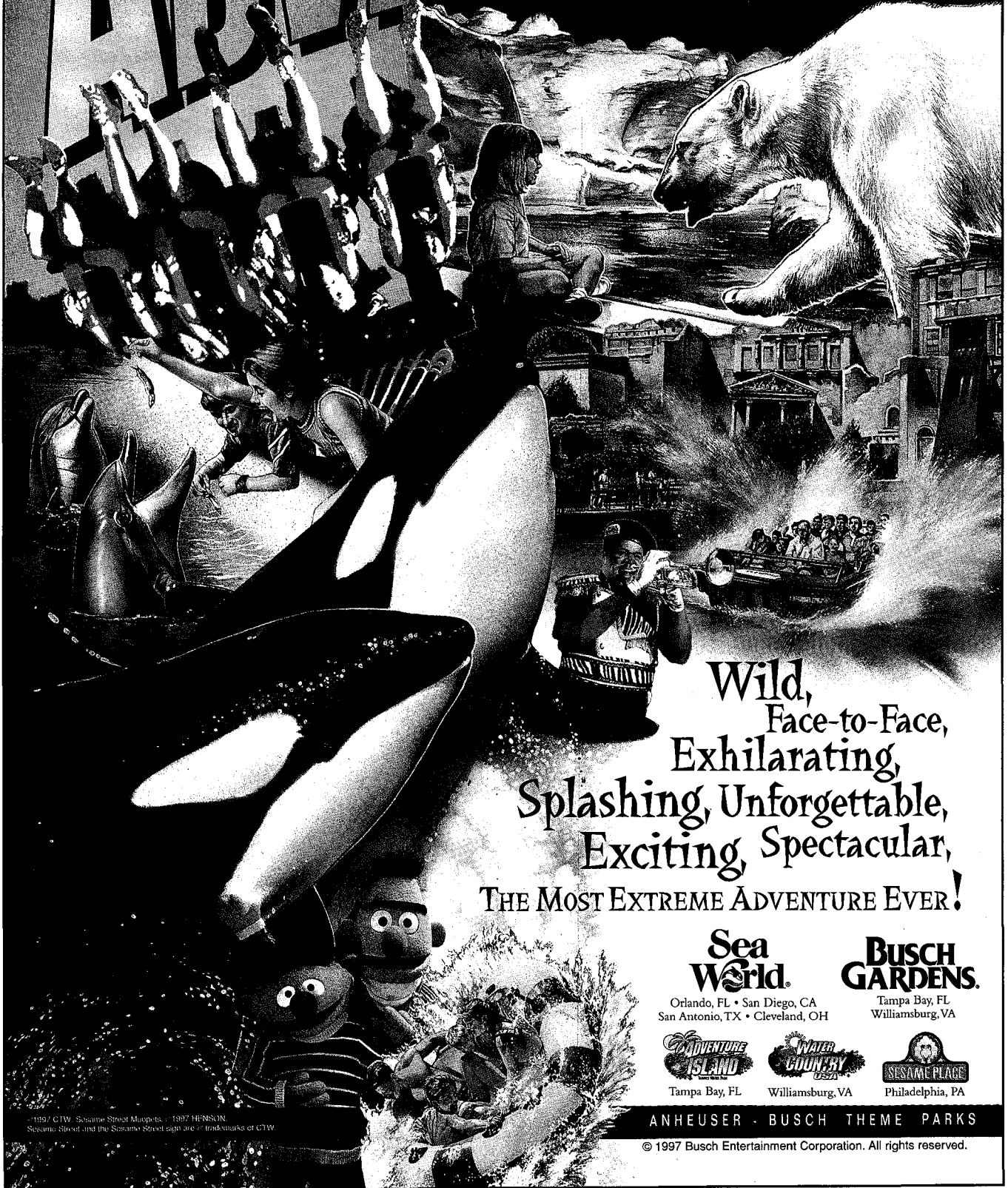
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Trends in Recreation



Power Negotiating ■ Beware of Consultants

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What Will You Be Doing This Summer?


by Cynthia M. Helson
NESRA Director of Communications



Do your summertime plans include aimless walks on the beach or lazy naps under a shady tree? For many of us, summertime plans are a bit more active. We want to "re-create" our spirits by taking on new challenges, discovering new experiences and surrounding ourselves with exciting environments. This issue's cover story (page 10) addresses recreation trends and speculates as to what other Americans will be doing.

Winter, Spring, Summer or Fall, it's important to get along with friends and co-workers. Donald Ardell believes positive relationships are key ingredients in a healthy lifestyle. See his article on page 29 to rate your sense of humor.

Everyone gets a thrill from a victorious negotiating session. Whether you're working with suppliers or pitching a concept to management or going after a new job, you'll want to read "Power Negotiating" on page 33. When you're negotiating, every second is worth money. You can't make money faster than when you're negotiating!

Employee services practitioners are doing more negotiating. They're also working with more consultants and addressing eldercare issues. "Beware of Consultants" (page 18) is a little longer than our usual articles but it's packed with words of wisdom. And although we've talked about eldercare issues before, Joy Loverde does more to spell out your role in addressing these issues (page 15). 

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at NESRAHQ@aol.com or at <http://www.nesra.org>.

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Current Foundation projects include:

- A research grant has just been approved to produce justification for work/life programs;
- Funding biannual field surveys delivering data on budgets and programming trends;
- Reviewing candidates wishing to conduct research that will supply data to members;

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Training is Key to Averting Workplace Violence

By John Byrnes



An employee with a history of explosive behavior is on the losing team of your company's softball league. The boyfriend of an employee gets drunk at your holiday party and decides to hit another man he is convinced is looking at his girlfriend. A former worker and his handgun are unexpected guests at a company picnic.

Aggressive and violent situations in the workplace have increased dramatically in the past few years. In fact, recent government studies have revealed that homicide is the leading cause of death for women on the job and the second leading cause for men. Yet homicide accounts for just a fraction of workplace aggression. According to the Society of Human Resource Management, 97 percent of such incidents are acts ranging from verbal threats to fistfights.

Business social settings such as softball games, holiday parties and picnics can be potentially volatile situations, particularly when alcohol or athletic competition is added to the mix. In a setting where there are "winners" and "losers," the risk of aggression increases.

Clearly, employee services managers need to learn skills to take control of their environment by recognizing warning signs, foreseeing conflict and learning to prevent and defuse aggression without injury.

Finding A Viable Solution

Many companies nationwide are implementing workplace violence policies and procedures, increasing security, adding special insurance policies and developing post-crisis management plans. But, according to experts such as Patricia Biles, the Occupational Health and Safety Administration's (OSHA) workplace violence coordinator, the most viable solution—and one which American businesses are recognizing more and more—is employee training.

To substantiate this need, OSHA implemented national guidelines for certain industries in 1995 that recommend employee training in workplace violence prevention. OSHA now uses these guidelines as a basis for its general provision requiring American corporations to provide a workplace that is free of harm.

Because workplace aggression is a human problem, it is important to train humans to deal with it. "Aggression management" training provides employers with practical skills and techniques for effective intervention in a variety of possible situations. In addition, employers with aggression management programs in place may be able to prevent potential lawsuits, a constant concern in today's litigious society.

Understanding Workplace Aggression

Aggression is typically viewed as an explosive event, but there are several phases of aggression that offer opportunities for averting the possibility of violence.

It is important to note that aggression is made up of three parts: the “trigger phase,” the “escalation phase,” and the “crisis phase.”

Human aggression can be triggered by other people, events, situations, objects or a combination of these elements. In many instances, accumulating triggers can be identified and managed. In the case of an explosive employee wanting to play on the company softball team, the trained “aggression manager” might take such steps as asking team captains to always remind players before the game that the purpose is to have fun and that aggressive behavior will not be tolerated. “Aggression managers” might also intentionally place themselves on the same team as the possible aggressor so as to be in a position to talk through potential triggers (strikeouts, bad umpire calls, etc.).

Also, if a manager knows in advance that an employee attending a social event has the potential to be aggressive, then attention could be placed on seating arrangements for the event, if applicable. Even if there are no potential aggressors identified, it is still important to be proactive prior to the event. Know where the nearest phone is or better still bring a cell phone with you. Also, it is important to carefully monitor the event as it progresses by circulating and keeping tabs on what is going on.

After the “trigger phase,” the first clear warning sign that someone might be approaching the escalation phase of aggression is a noticeable change in behavior. During the “escalation phase,” one trigger accumulates on top of another, and the symptoms of “mounting anxiety” appear. From irritable and scattered behavior to shallow and fast breathing, signs of “mounting anxiety” should not be overlooked. Recognizing this stage makes it easier to quickly assess a situation and select the response most likely to head off an explosion.

In the situation where a drunk boyfriend of an employee at a holiday party is exhibiting increasing jealousy and anger, a trained “aggression manager” might be able to intervene by enlisting the support of other trained employees. They can separate the aggressor and the target and then “hear out” and talk down the aggressor, always remaining neutral in the process.

During the “crisis phase,” words become garbled and facial color changes—often from red with anger to white with rage. It is important to keep the agitated person talking because this usually keeps them from becoming physical. (Law enforcement research shows that armed people seldom pull the trigger while talking; they wait until they’re finished. So, keep them talking!)

The “crisis phase” leaves the responder, or “aggression manager,” with two primal human instincts: “fight” or “flight.” “Fight” may lead to injury and will almost certainly lead to costly litigation. When an aggressor cannot be defused, the “aggression manager” should not try to be a hero. S/he should choose “flight,” but that doesn’t always mean turn around and run. If the aggressor has a gun, you could get shot in the back. “Aggression managers” keep the aggressor talking while scouting out an appropriate exit or soliciting help.

This is where “safe escape” comes into play. The typical person can move up to seven feet in one half of a second. Because of this, it’s important to be cognizant of and manage the workplace or social setting environment. Look around for an exit. Is there a window? Even if it is a third-story window, it could be an exit if someone is already shooting. At a company picnic, park cars close enough to the picnic area so that they can be used as cover if necessary.

When faced with a potentially explosive situation, part of the problem is the

“Aggression managers” might also intentionally place themselves on the same team as the possible aggressor so as to be in a position to talk through potential triggers (strikeouts, bad umpire calls, etc.).

responder's own aggression—resulting from the attacker's aggression. An effective means of controlling this adrenaline-related anxiety is cycle-breathing. This technique is what law enforcement experts use to regain the methodical mind-set needed to keep calm. Cycle-breathing helps prevent hyperventilation and fosters the control

needed to help an aggression manager react appropriately and professionally.

When faced with a potentially explosive situation, part of the problem is the responder's own aggression—resulting from the attacker's aggression.

Creating a Safe Workplace

The example of a former employee showing up at the office or at a company picnic with a gun is a particularly challenging situation since many would say these incidents are impossible to predict. The reality is that most violent acts committed in the

workplace have warning signs. In organizations where employees are trained in "aggression management," idle threats are reported to the appropriate manager and are taken very seriously.

But training to manage aggression in the workplace is not something that can be learned by reading an article. Employee

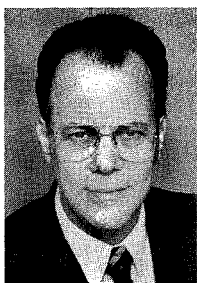
services managers should seek to locate a comprehensive, sustainable "aggression management" training program for their employer.

Once located, the training program should first involve identifying those personnel other than the employee services manager with the greatest likelihood of encountering aggression on the job. In some companies, this may be human resources professionals (particularly in organizations that are re-engineering or downsizing), and in other organizations it may be customer service personnel, risk managers or others. For example, a bus company may train individuals in administrative offices as well as those in the field (bus operators). Likewise, hospitals and airlines may decide to train administrative personnel as well as front-line employees such as nurses and flight attendants.

Once employees or areas within the company are identified for training, employers then may choose to provide training to all individuals or to a select group who, in turn, will train the remainder of the individuals targeted (as in a "train the trainer" format). Either way, those who undergo training are preparing to become "aggression managers" who will be better able to prevent aggression from escalating to violence in the workplace. Properly trained "aggression managers" will gain practical skills and techniques that can be used immediately.

A workshop will provide the most comprehensive experience, complete with role playing and interactive training. However, for some organizations, a video-based workshop is appropriate as a means for training managers, a part of initial orientation or reinforcement after workshop training is complete. Once initial training is complete, it may be necessary for refresher courses down the road as changes occur in the organization or in personnel.

Comprehensive workshops can cost as little as \$100 per person depending on the size of the class and the length of the seminar, and video-based workshops can be purchased for under \$1,000: A small price to pay considering the cost of workplace aggression and violence—estimated to be in the billions—and, of course, the ultimate cost in loss of life. Clearly, in the case of "aggression management" training, an ounce of prevention is worth much more than a pound of cure.



John Byrnes, president of The Center for Aggression Management in Winter Park, Florida has trained thousands of individuals in corporations and other organizations to effectively manage the many faces of "workplace aggression," ranging from verbal abuse to physical violence. Mr. Byrnes is a recognized expert in his field, has been quoted in numerous publications and has appeared on various television and radio programs. Byrnes can be reached at (407) 657-4814.

1001 WAYS TO REWARD EMPLOYEES

by Bob Nelson

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At Hewlett-Packard they have the Golden Banana Award, Disney opens Disneyland one night a year to employees and families only, with upper management dressed in costumes and running the concessions and rides. One Gap manager thanks her workers for meeting a grueling deadline by giving gift certificates to a spa for a facial or massage. Finally, managers are beginning to catch on to something employees already know: that what really motivates a person to perform are those intangible, unexpected gestures that signify real appreciation for a job well done.

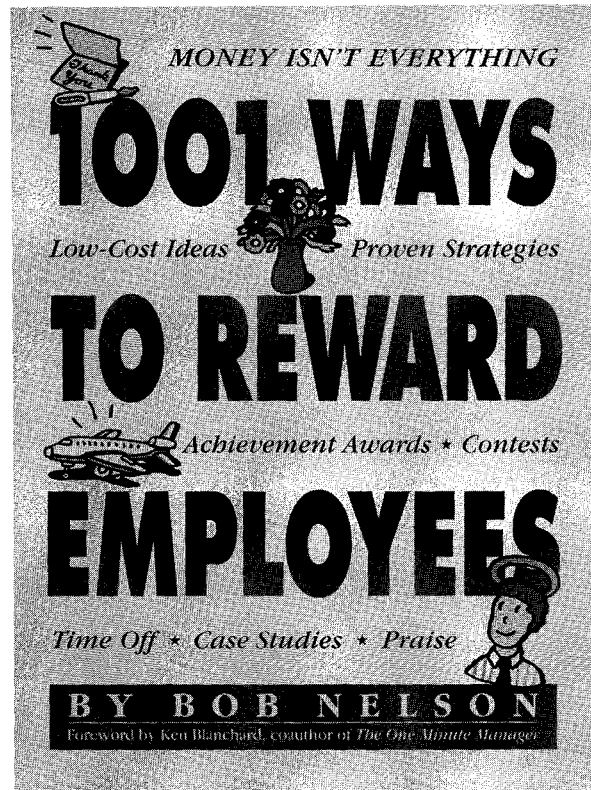
Bob Nelson has delved extensively into the issue of employee rewards and put together an idea-filled reference for making the person/achievement/reward equation work. From informal rewards (a note saying thank you, spontaneously taking a group out to a ballgame) to awards for specific achievements (reaching sales goals, quality/productivity awards, soliciting employee suggestions, providing customer service) to formal reward programs (gainsharing, anniversary awards), here are over 1,000 innovative ideas beyond the standard raise and/or promotion. Because as the best-run companies now know, money isn't everything.

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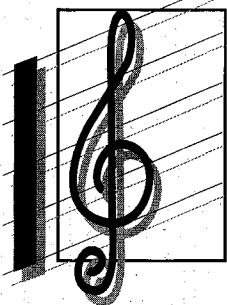
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NEWS

IN BRIEF

Music for Motivation

The latest method for fostering teamwork and generating excitement about new projects and products is creating harmony through music. Workshops are being held where entire departments pound and shake percussion instruments and sway to the music, all in the interest of becoming strong working teams, reports *The Chicago Tribune*. The goal of the session is to become a musical ensemble.



Advocates of the session claim that participants are able to learn something new, apply it and master it in a few hours. That makes people more open to things, willing to take a risk and try something new.

Downsizing, mergers and new technologies bring frightening changes to corporations. Some proponents of these programs believe they help workers cope.

highly structured.

- Its ratio of counselors to campers (recommendations vary from 1-6 to 1-10, depending on age).
- The background of the camp director and staff qualifications.
- How disciplinary problems are handled.
- That the camp is well-maintained with attention to safety and medical issues.
- Whether facilities and staff can accommodate any special physical or emotional needs.

▼ Celebrating Bad Hair Days

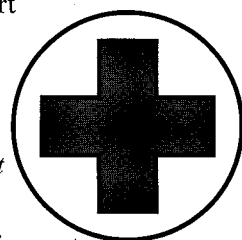
Nearly 25 companies made last October 24 "National Crazy Day" at their offices in response to *Successful Meetings'* challenge. The magazine told employers to encourage employees to go crazy for a day. The award went to Women Inc., a Sacramento-based organization that offers special services to small businesses owned by women. Staff members dressed as their favorite holiday: Easter, Secretaries' Day, Thanksgiving and Mother's Day were all represented. Activities included children's stories that had lessons supporting the group's beliefs and

displays of enthusiasm, including staffers jumping onto their desks screaming out to the co-workers why they love their jobs.

Bonus points went to A Business Conference-Call Inc., a Chaska, MN-based company whose teleconferencing operators all donned ridiculous wigs in honor of "Bad Hair Day."

▼ Emergency Help At Airports

Available medical resources at the nation's busiest airports range from specially trained (paramedic or EMS or EMT-qualified) airport police or fire department staffers (24 hours/7 days) to on-site clinics with an array of nurses and doctors that accept travelers as well as airport and airline staffers, reports *Frequent Flyer* magazine.



Airport size and traffic are no indicator of the type or availability of medical aid. Airports can provide on-site emergency care and transport to local hospitals for life-threatening problems. But the unavailability of on-site

▼ Summer Camps Hit High Attendance

The American Camping Association (ACA) says more than 6 million kids went to camp last summer, reports *USA Today*. This increase in attendance is fueled by the rise in double-career families seeking a place for kids who've outgrown daycare; the drop in family size, giving more parents the resources to send their

kids to camp; the perception that camp is a haven from increasing violence in suburbs and cities.

To choose the right place for your child, parents should know:

- Whether the camp is co-ed or offers separate sessions for boys and girls.
- Whether it stresses cooperative learning or competition.
- Whether it allows children to choose their own activities or is

nurses and doctors in some cases means a traveler may need to stop at an off-site facility for necessary stitches, x-rays or other tests, even for a less-than-critical medical problem.

If the situation can wait or the traveler prefers to seek treatment later, the traveler can call ahead to the hotel or check with a Travelers Aid station for referral to a local physician or hospital.

▼ **Meetings Feature Less Leisure**

Conferences and meetings attended by executives have assumed a more serious tone, says *Crain's Chicago Business*. Travel planners say meetings increasingly are intense and focused. People come in to do their meetings and then get out of town.

One trend is to start meetings earlier in the day so that people can be back in their offices after the meeting. If you are meeting during business hours, you can't give clients maximum service. Another trend is working through lunch and dinner. One meeting manager says, "It takes too much time to break up at 6 p.m. and go out to dinner for a couple of hours and then try to get back by 8 to start again."

Executives comment that they are more apt to avoid long gatherings in favor of shorter affairs. In such a charged atmosphere it is no surprise that hotels near major travel venues are among the busiest.

New Benefit Offerings

Voluntary benefits—individual or group insurance products made available for purchase by an insurance broker to employees at the worksite—are gaining increased recognition in the employee benefits industry today. Premiums for these insurance products are paid entirely by the employee, usually via payroll deduction. A survey, "Voluntary Benefits," conducted by the International Society of Certified Employee Benefit Specialists (ISCEBS), found that among 554 respondents, 73 percent said that the employer they represented offers voluntary benefits to employees.

Dependent life insurance is offered by more employers (57 percent) than any other product, followed by term life (52 percent) and supplemental life (45 percent). Other popular voluntary products offered by employers include long- and/or short-term disability income products (34 percent), dental benefits (23 percent), long-term care benefits (20 percent), auto insurance (19 percent) and homeowners insurance (17 percent).

According to the survey, 60 percent of employers cited the desire to offer a wide range of non-core benefits that were of interest to employees as the primary reason for offering voluntary benefits, and 17 percent wanted to offer core benefits otherwise not available through the employer.

▼ **Laughter is the Best Medicine**

A good laugh boosts the body's immune system and reduces hormones that cause stress, says *USA Today*. A positive state of mind helps keep healthy people well and helps the sick recover.

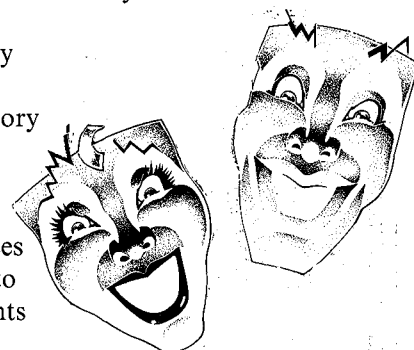
Lab tests show that after exposure to humor such as funny videos, there is a measurable decrease in subjects' stress hormones, including epinephrine and dopamine. There is also a measurable increase in activity in the immune system.

Other changes that are still present the next day:

- Natural killer cells that attack tumor cells and viruses without the help of other cells; their activity as well as their numbers increase.
- More helper T-cells, which help organize the immune system's response.
- More of the antibody immunoglobulin A, which fights respiratory tract infections.
- More gamma interferon, a hormone that causes the immune system to turn on and that fights

viruses and regulates cell growth.

- More B cells, which cluster near lymph nodes and produce antibodies against harmful microorganisms.
- More Complement 3, which helps antibodies pierce infected or dysfunctional cells.



Do You Know the Trends in Recreation?

by Cynthia M. Helson, editor



Some Generation Xers like scuba diving because it's a low-impact activity. Most of the popular activities allow us to celebrate the environment while working out.

Why do We Recreate?

Many of us think of recreation as an escape from our fast-paced, daily routines full of responsibilities from work and home. Recreation becomes an outlet to relieve stress. At times, we think of it as a reward for all the work we do. When we choose a recreation activity, one of the first considerations we explore is whether or not the activity is healthy and fun. We choose activities we are likely to succeed in and those that are accessible, affordable and conducive to family and friends joining us.

Sometimes we bring our quest for productivity and our thirst for excitement into our play arena when we accept physical challenges that can improve our sense of self and accomplishment.

Ages and Phases

Children

"Children are being channeled to more and more managed recreation and they will bring that with them into adulthood," says Miriam Wuensch, associate publisher/managing editor of Adams Press, publisher of *What's New For Family Fun Centers* and *Recreation Resources*, among other publications. With the increased number of children in childcare centers and activities such as swimming lessons, children expect more managed entertainment. "The parks and recreation industry isn't just about facility management anymore, it is as much about programming," says Wuensch. The American Camping Association's latest statistics supports this theory. ACA says more than 6 million children went to camp last summer.

Generation Xers

There seems to be both ends of the spectrum with this age group from the sedentary, those who want to watch action, to those who want to live it. Some are content with vicariously experiencing excitement through video simulated games. Others want to be fit, but focus on improving not only their health, but also their quality of life. They look at the value of activities in terms of long-term benefits. Lured less by material goods, they seek both mental and physical health. Young adults look to yoga, scuba and martial arts to stay fit without the jerking motions of high energy aerobics. They surf the net to make their recreation plans and when they choose to buy recreation equipment, they look for the best value, not necessarily the best brand name.

Then there are the thrill seekers of the group (extremists). These are the generation Xers that chase the thrill of surfing through the air during a 100-mile-an-hour drop from a plane. These mountain bikers, aggressive inline skaters and extreme snowboarders are the ones that want to push the limits. They live for the rush, the sense of accomplishment and the competitiveness of extreme sports. The phrase, "Been there. Did that" is what keeps increasing the dare in the extreme sports. It sounds like a fad that will come and go but extremists don't see it that way. These daredevils may some day be part of mainstream sports. Mountain biking was added as an Olympic sport in the 1996 Atlanta games. The April 21, 1997 issue of *The Wall Street Journal* included an article, "Extreme Dude Sees Sports Get Gnarlier," by Cynthia Crossen that included a

quote from the only 180 degree pyro bungee jumper, Rich Hopkins, who is frustrated when he hears of baseball players making millions of dollars while extremists make only low five figures. Hopkins adds, "Corporate America could care less about this. But Corporate America is getting younger. It's only a matter of time till they [extreme athletes] get their recognition."

Young Families

Dual-career families seek recreation activities the whole family can enjoy. Since their time together is at a premium, Mom and Dad are less likely to go to dancing and more likely to take the family bike riding or inline skating on a nearby path. Some river rafting outfitters recognize this and have begun offering trips designed for the whole family.

Aging Baby Boomers

While recreation marketing has often targeted 18-24-year-olds, statistics show aging baby-boomers will have a profound impact on the success of recreation activities. "One of the implications for leisure services is that activities that cater mainly to a younger clientele will have to become popular with elders in order to stay in business," reports *Leisure in Later Life*, by Michael J. Leitner and Sara Leitner (1996, The Haworth Press, Inc.). These authors predict theme parks will find themselves offering more services and attractions to appeal to this group.

Baby-boomers are more educated than other generations. Higher levels of education lead to varied interests.

President of the Adventure Travel Society Jerry Mallett says, "In 1900 parents lived to an average age of 49, in 1997 they live to an average age of 78." He adds, "There's a move towards more grandparents and grandchildren doing things together. Since both parents are working, grandparents are taking children skiing for the week or on rafting trips." Mallett sees this trend continuing because grandparents today are more active, have more free time and more financial resources to take grandchildren on outings.



Parents AND grandparents choose activities for children.

Activities to Watch

Biking

Mallett says, "The fact that two out of every five people own a bike, plus they are a great way to cover so much land, makes bicycling a sport that will gain popularity." He adds, "Those aged 6-80 can ride a bike and people keep spending the money for better bikes with more features."

The Outdoor Recreation Coalition of America (ORCA) and the Sporting Goods Manufacturers Association (SGMA) in a joint effort, "State of the Industry Report" says "Mountain biking is booming," adding, "Since mountain bikes first passed road bikes in market share in 1990, off-road ridership has increased by 20 percent annually. It is estimated that 2.5-3 million of those riders are avid cyclists."

Exercise Walking

"This is the first time in 10 years since exercise walking has surpassed swimming in surveys," says Larry Weindruch, director of communications for the NSGA, Mt. Prospect, IL.

The low learning curve and the popularity of this activity is leading to variations of it. Jerry Mallett says a spin off of walking is snowshoe walking. He adds that while there were just a handful of snowshoe manufacturers a couple of years ago, "The fact that there are now 45 snowshoe manufacturers indicates experts think this activity will take off." ORCA and SGMA report that "a relatively low entry cost combined with a growing number of maintained trails make Nordic skiing a sport to watch."

Golf

Since 21-year old Tiger Woods stepped into the spotlight and won the Masters Tournament, more people are taking a look at the sport. The April 14, 1997 edition of *USA Today* quotes Woods, "Winning here will do a lot for the game of golf. I'm in a unique position because a lot of kids look up to me as a role model." There's been an increase in the number of books by golf pros released. There's even a "Golf for Dummies" book available. Newscasters predict that Tiger Woods could do for golf what Michael Jordan has done for basketball.

Inline Skating

Participation in this portable activity continues to grow. Families can skate together. It is a healthful exercise. Those over 55 are taking to it and extremists like aggressive stunt skating on specialized courses. Weindruch reports an increase in the number of roller hockey teams.

Paddlesports

Instead of sitting on the beach soaking up rays, families, and small groups flock to the water to power their own crafts. Kayaking, canoeing and especially river rafting are appealing to broader markets. Outfitters promote tours for various levels of riders to groups, families and retirees. With more emphasis on the environment and enjoying the wilderness, paddlesports are appealing to all age groups. Mallett says, "Paddlesports have gone crazy. There are 26 million paddlers."

Rock/Ice Climbing/Ropes Courses

In *The Popcorn Report*, Faith Popcorn says, "We're seeing hundreds of examples of this Return to Nature, this new impulse of pushing yourself to the limit . . . of finding self-identity through a new kind of 'survivalism.' Challenge is key, and the range is enormous; from the growing popularity of Outward Bound-style programs for corporate team-building to the installation of an arm wrestling machine at one of Phoenix's trendy restaurants." Fitness centers boast of indoor simulated rock climbing walls. Extremists climb incredibly steep mountains at unheard of altitudes.

Snowboarding

It's like surfing on the snow going down mountains. Participants can slalom, jump and perform various stunts. Strapping both feet onto one wider ski is bringing a new activity to ski resorts. "Snowboarding is a fast-growing sport at ski areas and elsewhere. It is predicted to account for roughly a third of all lift tickets sold by 2000," reports *Kiplinger Washington Letter*, January 17, 1997.

Pampering Ourselves

We need to shed the stress but we don't have much time to do it. So what do we do? We look for little pick-me-ups. We run to quick fixes. Weekend getaways were good but we can't always spare a weekend.

One of the most appealing escapes for women today are day spas. "We have no time to get away," says Tammy Stonich, president of Salons USA, Wilmette, IL. "Wellness sparks the interest in day spas as well as the need to escape. Destination spas are out of reach for most people." "Day Spas: A Quick Fix for a Tense World," by Anne Goodfriend, in the February 28, 1997 issue of *USA Today* reports that day spas have exploded from about 30 to more than 600 in the past 5-1/2 years. Massages, herbal wraps and facials, can be a part of well-being. Goodfriend explains, "Those [spas] on the cutting edge meld classic European-style services, exotic treatments and a holistic approach, all in the vaguely health-oriented pursuit of 'total wellness.'"

Popcorn predicts, "Increasingly, entertainment and travel will be health- and longevity-obsessed. Beyond health spas will be mood spas, universal energy gyms, mind-and-spirit 'reunions,' including therapeutic cruises that slowly take you to healthy places in an effort to heal your body, touch your soul. . . and bring you back twice-blessed."

On the Decline??

Water Skiing—"Water Skiing is for geezers. The extreme crowd prefers barefoot water skiing" reports Cynthia Crossen in "Extreme Dude Sees Sports Get Gnarlier," published in the April 21, 1997 issue of *The Wall Street Journal*. Increased sales of individual motorized watercrafts may also account for a decline in water skiing.

Bungee Jumping—Extremists don't see much of a thrill for jumping off a bridge, Crossen reports they'd rather "jump from a helicopter, off the Eiffel Tower or from a cable car suspended in the Swiss Alps." As for non-extremists, those that have wanted to bungee jump have, "been there, done that."

Hunting—Mallett says, hunting has had a flat growth because of the movement to preserve nature and enjoy wildlife. He also says there is an increasing number of single family homes that often means there is no male around to teach children how to hunt. Today's society no longer sees a need for hunting and it's become valued less.



Camping Without the "Roughing It"

I went on a camping trip with my husband's family. It was the my first camping trip since my days as a Girl Scout. I was relieved to discover that camping didn't mean eating hot dogs roasted over a fire and sleeping in a freezing sleeping bag. My mother-in-law was equipped with a coffee maker, stove and a battery-operated TV.

Apparently they are not the only ones that camp this way. "'Roughing It' Now Means Focaccia on the Campfire," by Lisa Miller, published in the April 11, 1997 issue of *The Wall Street Journal* reported that though people still love to get back to nature, to see beautiful landscapes and to breath fresh air, they want to do it with some accustomed luxuries. Miller reports that "Recreational Equipment Inc., outfitters for hard-core outdoorspeople in Kent, WA, has seen sales of huge family tents soar 42 percent over the last year." Some tents have multiple rooms.

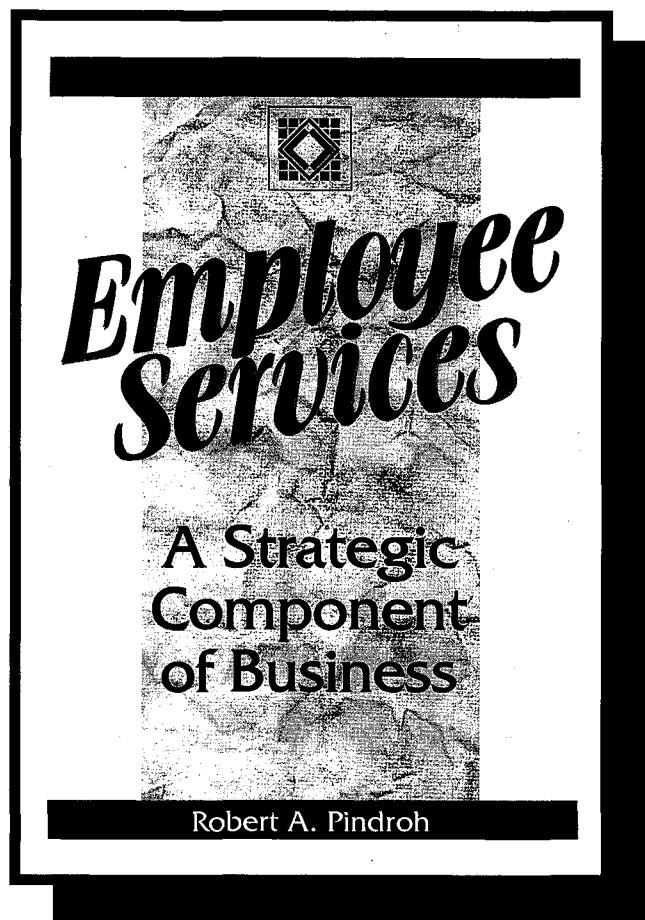
Other hot sellers are cozy air mattresses that fold to serve as chairs, remote-control operated lanterns, solar showers, convection ovens and various kitchen accessories such as spice racks and dish drainers. Why? "Campers are older and more tired than they used to be. Like other baby-boomers, they have less time for planning and can afford more gear," says Miller.

Campers have less time for planning and can afford more gear.



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Author Joy Loverde *Offers Suggestions On* **Your Role In Employee Eldercare Issues**



Joy Loverde, Author, The Complete Eldercare Planner
Photo Credit: Curtis Kulp

Study after study has told us that a company can clearly make gains in productivity, customer service and retention when it provides work/life programs for its employees. And the programs to accommodate employees have been well-documented; their direct benefits have been touted in every mainstream media outlet. We are also familiar with the studies that reveal what happens when work/life issues cannot be balanced—the losses in terms of time and money can wreck havoc on the bottom line.

But *what* an employee is trying to balance in family life these days is rapidly changing. An additional 6,000 Americans turn 65 years of age every day. The number of people over age 85 is expected to more than double within the next 15 years. The statistics are quite telling; eldercare may, in fact, overtake childcare as the hot bottom-line issue your employees will have difficulty balancing.

So after a decade of work/life issues, the time has come for companies to reevaluate its family friendly services: the first question to ask is, are your programs truly *family-friendly* or are they, in fact, *child-friendly*?

Childcare Vs. Eldercare

In a childcare situation, employees and their managers have about nine months to plan through the work and home issues associated with the happy event. Time that will be spent away from work (pending no serious medical complications) can be de-

termined with a certain amount of accuracy (perhaps within weeks). We can provide general guidelines on how to implement a plan of action to gradually bring an employee back to full-time status after childbirth. And we have developed work/life programs accordingly.

But with eldercare, there is no such certainty. Eldercare is a complicated set of issues worsened by rising costs of care (skilled nursing care averages \$105 per day, adult day care is \$60 per day, home care averages \$80 per visit), distance between loved ones (the majority of family members and their elders live at least 100 miles away from each other) and the extended family's assumptions of who will take on what responsibility (housing, transportation, money, errands, and much more) when the time comes. And unlike childcare, eldercare can hit (and hit hard) an employee

from out of nowhere, requiring immediate attention and an uncertain amount of time away from work plus an even more undetermined amount of time and attention over the long haul.

One out of every four of your employees is handling some level of family eldercare responsibility. The process of locating eldercare resources, securing care services, talking on the telephone (much of which is long-distance), arguing with spouses and siblings over the details, partial absenteeism (late arrivals, early departures, long lunch breaks) compounded by feelings of depression, anger and guilt takes its toll on your company. Workday interruptions, faced by employed family caregivers, are estimated at one hour per week per caregiver. This factor is the biggest drain of all on employee productivity.

Tackling Eldercare Effectively

Unfortunately, in our American culture, family members have been taught to wait for an eldercare crisis to occur and, consequently, your employees aren't even aware of what can happen unless they are currently experiencing an eldercare situation. None of us really know if and when a crisis may strike, when an issue will arise, nor even know how to approach a parent about a "morbid" subject like funeral arrangements.

What can't be emphasized enough is the need to think through inevitable family eldercare issues before they come about in order to deter the negative impact at work and at home. In times of great stress, brought about by a lack of planning, family members often make inadequate and poor eldercare decisions that quickly empty their own bank accounts and retirement savings. (The average elder requires 18 years of some form of specialized care and Medicare does not pay for custodial care, the kind of care most elderly people need.)

How, then, can you develop programs that encourage employees to think about eldercare now?

Frame The Issue Positively

The answer lies in how a company frames this issue from the get go. Take insurance planning: All of us buy insurance to harbor against the staggering costs of healthcare, automobile accidents, fires and floods. For this kind of future planning, we aren't labeled morbid for thinking about car wrecks and property dam-

age and for trying to place a financial value on such tragedies—it's actually considered quite the smart and thoughtful thing to do.

This is exactly the mind-set you want your employees to be in when they think about eldercare. *Eldercare* should equal *planning for your family's future*. Talking with Mom and Dad now, while they are healthy and hearty, is the best time to initiate eldercare conversations. This way employees and their aging parents can open up the dialogue and proactively address the difficult questions together—what can happen and what can we do about what happens—before issues reach crisis mode.

It's important to emphasize to employees that the process of planning creates more choices in eldercare options. Without planning, the family is too often forced into making snap decisions that can be limited and costly—emotionally, financially and otherwise.

It's Not Only About Death And Dying

The second emphasis of eldercare informs employees that death and dying is the very last stage of the long aging process. There are many, many issues that come about as we grow old, long before we start thinking about nursing homes and funerals.

These are the issues you want employees who are only just beginning to think about eldercare to consider:

- Getting conversations started: Talking about money, illness and other tough subjects
- How to tell when parents need help
- Housing: Creating safe environments that help parents to age in place
- Eldercare paperwork: Locating and recording legal and other important documents
- Insurance: Coverage for a longer life
- Family Finances: Planning ahead for the costs of eldercare
- Creating check-in systems: Avoiding an eldercare crisis

If The Time Is Now

These are the issues for employees who realize that their parents may need help now:

- Making informed decisions: How do I know if I am doing the right thing?
- Sharing the care: Getting everyone in the family to pitch in

- Community resources: Bridging the care gap
- Long-distance caregiving
- Managing medications and healthcare
- Hiring Professional Caregivers
- Managing aging parents' behavioral changes
- Strategies to avoid family caregiver burnout

When A Crisis Strikes

Your employee gets a telephone call that his/her aging parent needs help. In an emergency, minutes count and employees will need to know how to handle the following complex issues under emotionally ridden conditions:

Getting caught off guard: Decision-making in the absence of planning

Quick access: Who can help before you arrive

Questions to ask: Talking to doctors, lawyers, and other professionals

Medical emergencies: What to do if your parent is hospitalized

Housing and care options: Short-term and long-term

Eldercare Programs That Work

- 1. Make good use of internal communication methods.** Boost eldercare awareness and participation in employee eldercare programs by *consistently* publicizing workshops, resources and related articles in your employee newsletter, e-mail, bulletin boards, paycheck envelopes, benefits package, and television monitors.
- 2. Encourage the power of planning.** Employee services providers who come face-to-face with employees' eldercare issues should encourage co-workers to plan early for inevitable family eldercare responsibilities. Provide tools such as books and videos that offer guidance for planning ahead and getting through the worst of eldercare crises. Employee benefits managers can influence employees to plan ahead by providing information about the company's eldercare programs in the employee's benefits packet. Additionally, employee store managers can purchase eldercare books and videos for their employee store.
- 3. Supplement existing employee assistance programs.** Employee assistance programs are greatly enhanced when the subject of

eldercare is integrated into existing services such as confidential hot-lines and one-on-one counseling sessions. Let employees know that the company's employee assistance program is yet another outlet to share their family eldercare concerns. At the same time, counselors can influence employees to plan ahead by recommending eldercare books, videos and workshops that gain responsible behavior on the part of the employee.

- 4. Educate employees on their roles as family caregivers.** More common than uninvolvement in the lives of aging family members is overinvolvement. Employees who think it's their "job" to take over their parents' lives, employees who don't know how and when to ask for help, employees who are unaware of the aging process and the needs of aging people, employees who allow their feelings of guilt to override their common sense too often do too much and, consequently, leave a path of destruction in their professional and personal lives. (The divorce rate of feuding spouses over aging family members continues to soar.) Offer eldercare planning and communication workshops that help employees maintain a quality of life at work and at home.
- 5. Offer information and referrals.** Create a resource table. Display local and national eldercare resources. Call your local hospital, area agency on aging, social service organizations, and specific illness associations (Alzheimer's Association, American Cancer Association, etc.) and ask them to send free brochures, directories and lists of caregiver support groups. Also, keep employees informed of community-sponsored events (usually offered free) on topics such as long-term care insurance, elder law, financial planning, and housing options.

Peace Of Mind

It's true that we cannot know when a problem or eldercare emergency may arise, but employees who plan ahead will have the peace of mind knowing they are effectively armed with the tools and information they'll need. Consequently, employers and managers will benefit with focused and productive employees who are balancing work and family eldercare responsibilities.

*Written with the time-taxed reader in mind, Joy Loverde's **The Complete Eldercare Planner** is available from NESRA. Call (630) 368-1280. Joy Loverde and her consulting firm, **Silvercare Productions**, offer eldercare planning and communication workshops to employers, healthcare providers, associations, retirement advisors, religious groups and families nationwide. Call (312) 642-3611 for workshop information.*



Beware

Consultants can provide a valuable service to a company or agency in several ways:

- Providing “niche” expertise that the company does not ordinarily require; for example, an A&E firm preparing a bid for out-of-town work may bring in someone who is familiar with that city’s building codes and what the City Council looks for in new developments.
- Supporting a requirement that exceeds the company’s internal resources but does not warrant hiring of permanent staff, such as an annual publication.
- Enabling the company to meet unusually demanding requirements, like two simultaneous major proposals.
- Providing part-time or temporary support to perform tasks that do not warrant hiring full-time employees.

As a private consultant for 10 years, I have repeatedly performed such functions and seen hundreds of other consultants support their clients. Many of these consultants have saved

clients considerable money while improving the company’s product or service. On the other hand, I’ve seen consultants seriously exceed their client’s budget while performing unacceptable work.

This article addresses how consultants can be best used, including how to “hire” them and monitor their performance. I will emphasize some of the tricks I’ve seen consultants pull over the years and how you can protect yourself from them.

Definition of “Consultant”

The definition I’ll use in this article: *A consultant is a person with specific knowledge and/or skills who is hired for a limited period of time to perform a designated function.* There is no employer/employee relationship between the two (although sometimes for its own convenience the company will put the consultant on the payroll as a temporary employee.) We charge by the hour.

Defining the Requirements

Hiring the right consultant in the first place avoids many of the problems to be described in this article. Defining the requirements seems simple enough, but often a company will say “we need someone who knows publications” without asking some important questions about the task(s) to be assigned to the consultant:

- Are you looking for a writer or an editor? Many do both, but most are better at one than the other.

of Consultants

by Nicholas G. Baker

- Is it a large-scale project involving numerous staff members? If so, the consultant should have experience in such settings.
- Will the consultant interact with outside printers, typesetters, artists, etc? If so, how important is it that s/he be familiar with these technologies?
- Do you need the consultant to be familiar with the technologies used in-house (word processing programs, graphics programs, publication software, etc.)?
- Are you under a tight deadline? If so, what do you know about the consultant's productivity under pressure?

The more detailed you can be regarding what the consultant will do, the clearer you can be about the type of person you need.

For example, a key question is the knowledge you hope to draw from the consultant—what s/he knows about your market, competitors, etc. that you don't know yourself. Defining the requirements in sufficient detail will point you towards the specific kind(s) of knowledge you require.

Such a definition will also help you answer another question: what skills will you need from your consultant?

Let's say, for example, that you have identified an expert to perform a competitive analysis of other companies in your market. The individual has 30 years of experience, which includes marketing for several of the companies, teaching a graduate-level course in competitive analysis, performing analyses for other companies, and consulting for several years to companies like yours and related government agencies. You know from your contacts that this person is very highly regarded by peers and clients alike.

Is your candidate right for the job? If your requirement is for someone to provide information regarding what's going on in your marketplace, probably. Let's suppose, though, that you need someone to write an extensive, detailed manual about your competitors and how to win business from them. You ask your consultant to write this manual, but after two days, he has produced only four pages that are far from acceptable.

(The mistake was hiring a person with the knowledge (the market) but not the skill (writing) to perform the required duties: writing a manual.

There are alternatives in such a situation, such as assigning a staff writer or editor to work with the consultant (and generously rewarding the staffer afterwards!) You may also bring in a consultant who is an expert "ghostwriter" to interview the first consultant,

BEWARE: Knowledge and skills are very different matters, and having one doesn't mean you have the other.

get the information, and then write it. The latter technique avoids paying the first consultant a high-level fee to do something (writing) that he can't do well or productively. Whatever your solution, you can save time and money and be more likely to meet any deadlines by establishing up front: does the consultant have the skills as well as the knowledge to produce the required product?

Consultants are sometimes hired with a hidden agenda. For example, if a management-ordered project is doomed to failure, the person in charge may bring in a consultant to blame when things go wrong. Or sometimes we're brought in to perform duties that really have been assigned to a staff member. It's the company's money and its right to hire whoever it wants to do whatever it wants. However, the more accurately and honestly the company can convey its expectations, the more likely everyone will be satisfied with the outcome.

Once you have determined the knowledge and skills you require, the next question is how long will this job take?

The company may want to hire the consultant to an open-ended contract, often for several months, because managers expect a long-term shortage of regular staff, high work levels, etc. In this case, the consultant functions much like a company employee, working five days a week (or as specified) and performing tasks as assigned.

More typically, though, the consultant works for a specified period of time, typically on a specific task.

Sources of Consultants

As a consultant, the vast majority of my work (certainly over 90 percent) has been with repeat clients or referrals. I suspect that the same is true of hiring consultants, that most are obtained through informal sources:

- Those who have worked for you in the past
- Those you know from other settings (past jobs, former team members, etc.)
- Consultants referred by associates, friends, other consultants, etc.

Such individuals are either a proven product or at least have been recommended by someone you know and (hopefully) trust. Most organizations are likely to rely on these sources

as long as they've been happy with the consultants' work in the past or trust the referral source (for example, everyone else referred by that associate has worked out well).

Another source of consultant is becoming increasingly common: Past employees who recently retired, were laid off, etc.

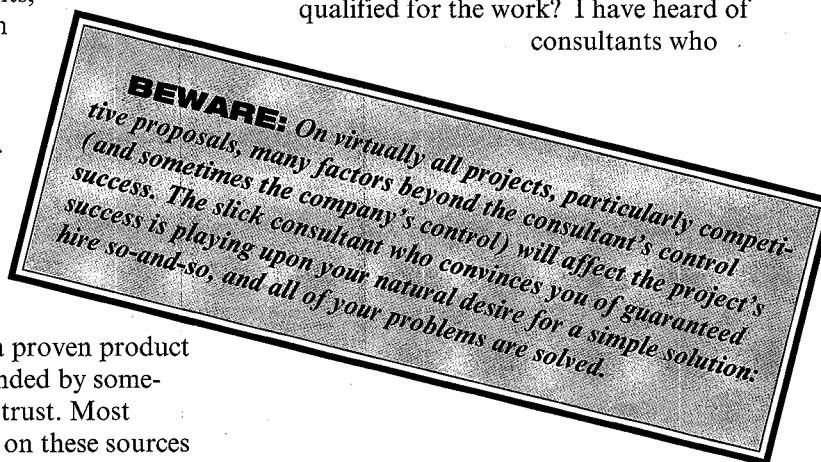
"Downsized" employees, for example, can be an excellent source of expertise in a given area, and you are certainly familiar with the quality of their work. The "downside," however, is that morale can be a problem, whether for the consultants themselves or for the "survivors" who are uncomfortable working with their laid-off associates. The judgment call must be based on the situation and individuals involved (e.g., it should be less of a problem if the consultant will work from home.)

Other sources:

- Consultants who have approached you for work in the past. It's easy to forget who looked promising for what kind of role, so a consultant database with such notes as "seems to understand the issues and be likely to fit in well" can help remind you of your earlier impressions.
- Advertisements on the Internet.
- Agencies. By "agency," I'm referring to a company that provides one or more (usually more) consultants to a firm as a "package deal." Such agencies can be compared to traditional temp agencies, but with personnel at a higher professional level. Once the potential consultant has been identified, the question is whether s/he is truly the right person for the requirements you defined.

Qualifying the Consultant

How do you determine if this consultant is qualified for the work? I have heard of consultants who



guarantee the success of the project, proposal, etc. if they are brought on board.

In fact, I saw one small company go bankrupt because of the money it poured into an expensive, long-term consultant who "guaranteed" the business he could bring in. Maybe he could have, but he didn't bring in a cent.

Most situations are less drastic than this. Still, making sure you have brought in the right consultant(s) for the job can make a dramatic difference in the quality of your product and the overall cost-effectiveness of the work.

The first step seems self-evident, but is not always followed: Interview the consultant, even if only by telephone. Although you're not making the same kind of commitment or taking the risk involved in hiring an employee, you still need quality service from this person (or why hire him or her?) and hope to get your money's worth. However, the pressure of the situation sometimes inspires a true lack of caution: I've started several jobs after being asked nothing but my fee and availability.

Possible questions for the interview:

- How long has the person been consulting in this area? Many "consultants" are in fact recent retirees, people who have been laid off, etc. who are looking for work and trying to get some immediate income. There isn't necessarily anything wrong with this, but a long-term consultant has proved the ability to perform short-term jobs to the employer's satisfaction. At least know what kind of person you are considering.
- How often has the consultant performed the kind of work you will require and demonstrated the skills you need?

BEWARE: If you ask, "how many employee stores have you revamped and the consultant responds, "I worked in retail for 20 years," ask more specific questions.

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- Has the consultant brought in any work samples (if it's the kind of work that lends itself to samples)?
- Who are some of the consultant's recent clients? Is s/he willing to provide references?
- Can the consultant demonstrate expertise in the required technical areas, such as the software program(s) you will expect him/her to use on the job? If you aren't familiar with the program, you might want to bring into the interview a staff member who can get a feel for the consultant's ability.
- Is the consultant free of any conflict of interest?
- What is the consultant's availability (e.g., full-time, a few days a week, a few hours a day, etc.)? Is this schedule consistent with your requirements?
- What is the consultant's fee? Will s/he agree to a maximum of 8 hours a day or 5 days a week, if appropriate to the job? What about a fixed-price or not-to-exceed agreement?

These questions plus others more specific to your company and the proposed work can help increase the likelihood of hiring the right person for the job. You might even want to list the specific questions in advance.

As another precaution, I recommend you do further research by checking the references you've been provided and asking others about the quality of his/her work.

I am not suggesting that you get an autopsy of the consultant, although there will be times you wish you had. If, for example, you're hiring someone to work two days reviewing materials, you can accept a greater level of risk and probably won't devote much effort to qualifying the consultant. But if you're looking for someone to manage a six-month project that is critical to the company's future, isn't it worth the investment of an afternoon to improve the odds?

Hiring through an Agency

Hiring through an agency can have several benefits:

- Saving you the time it would take to research, locate, process, etc. consultants you need for a job.
- Providing the consultants immediately, which enables the project to start on schedule.
- Providing higher-quality personnel than you could obtain on your own.

- Providing a team that has worked together before.

Some agencies would suggest another benefit: additional management support of the staff by their corporate experts. Even if this is true (in my experience, it usually is not), do you really want someone else managing the people on your project? It can be helpful if a consultant is not performing adequately; you can have the agency fire him/her instead of facing the unpleasant task yourself. Bear in mind, though, that you are paying a great deal for this support.

The primary downside of hiring through an agency is cost. I've seen agencies that add a 100 percent mark-up (sometimes more) to the consultant's hourly rate. The cost and level of service can vary according to the type of agency.

Managing the Consultant

I'm deep into this article and the consultant hasn't even started work yet! That balance is intentional, for once you have identified the right person and come to a full understanding regarding what you expect of him/her, the rest should be easy.

The consultant's reporting relationship should have been clarified during negotiations and orientation to the job. Typically, it will be one of the following:

- A company manager or project director responsible for the work
- A manager who is not directly responsible, such as head of the department or Human Resources Director
- On a large project, a lower-level individual who is responsible for a given function (such as the Quality Control Volume of a very large proposal)

If the consultant was hired through an agency, possibilities include reporting to a company manager (as above) or through the agency's team leader.

BEWARE: The team leader's agenda may well involve getting as many hours worked on this job as possible. Therefore, I recommend against the team leader being authorized to approve overtime.

BEWARE: Company managers on a tight schedule or under a lot of pressure from above may want all their consultants working overtime to make them feel more comfortable that they are making progress on the project.

If it's their budget, fine. If it's yours, you might want to take a look at how necessary the extra work (and money) really is. Remember what they say about not being able to serve two masters?

BEWARE: While more than one manager may have input into the consultant's work, be sure everyone understands who has ultimate authority over the consultant.

I've been speaking a great deal about time management, primarily because consultants are selling you their time—the more they sell, the more they earn (and the more you pay).

BEWARE: In my experience, many if not most companies do not require the consultant to obtain approval for extra work.

Also in my experience, much of that extra work was not required, and in fact did not produce much for the company. If a consultant can come in for three or four hours on Sunday, not work very hard, and get a full day's pay for it, many will do so (wouldn't you?)

Regardless of the reporting relationship, I make the following recommendation regarding overtime (however defined in the agreement):

The consultant must obtain advance approval for any work (other than immediate, unexpected requirements) exceeding the time frame established in the agreement.

It may be nothing more complicated than, "I'll need to work Saturday to review that extra material you gave me." Or it could alert you to a problem: If the draft was due on Friday and the consultant is telling you s/he will need Saturday and Sunday to work on it, what happened? I'm simply recommending that the consultant be prepared to explain the need for the extra time. If I can't justify why I'm coming in over the weekend, why should you pay me to do so?

(Note: This paragraph will make some real enemies among consultants.) I also recommend that the consultant maintain some sort of a time log. It needn't be anything complicated nor broken down too specifically, but it can be

helpful to have some information available to you, particularly if you're trying to figure out why you're over budget.

Whether required or not, I usually keep a daily log and submit it with my invoice. It might look like this:

Monday

1. Reviewed RFP and attended initial meeting
2. Discussed project with team manager to clarify tasks
3. Contacted company personnel from whom I will need materials
4. Outlined Section 1 of Management Plan

Tuesday

1. Drafted Section 1 of the Management Plan
2. Attended 5-hour orientation meeting

And so on. Such a list only takes a few seconds a day, but enables me to document how I'm spending my time (e.g., the reason I only drafted one section Tuesday is that I got called into a lengthy meeting) and enables the person I report to to defend consulting expenditures. Therefore, I strongly recommend that you require the consultant to provide a general accounting of his/her time.

(Note: This paragraph will make some real enemies among managers.)

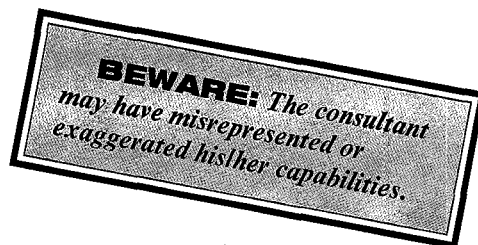
Throughout this article I've been discussing the problem of consultants working unnecessary hours. Sometimes, however, management is responsible for this, such as the department manager who announced that everyone would have to work every weekend over the next two months. I estimate that this decision increased consultant costs by more than \$50,000, but

never did see any reason why it was necessary for us to be there. Often, "mad dash" efforts with extensive consultant and staff overtime result from poor management, not the level of work. Still, consultants make a killing and management feels reassured, so as long as the company can afford it.

We then come to the issue of Quality Management, making sure that you get the best work possible from the consultant. Having taken the steps to hire a qualified and reliable consultant, the process is straightforward:

- Establish a schedule and hold him/her to it (unless you change or add requirements, hold lengthy meetings, etc.)
- Establish quality standards (realizing that such standards can be difficult to define).
- Be clear about what you really want; for example, do you want a thoroughly researched, carefully documented document in publishable form? Or are you looking for a "quick and dirty" draft that can be used as a stimulus for discussion?
- Have regular informal reviews of the consultant's work, primarily to be sure there aren't any misunderstandings but also to confirm the work's quality.

Then there's a tough one for all concerned: What if you conclude that the consultant is not capable of performing the assigned work? It may not even be his/her fault: the assignment may be different from what the consultant had been told, or needs may have changed.



All I can suggest is that you get the consultant off the project, even if the mismatch is your fault. Is there something else you can hire him/her to do for the remainder of the agreement? If not, you should release the consultant from the project with a clear explanation of why you're doing so (every formal consulting agreement I've seen enables the company to do so without liability). If the problem is not the consultant's fault, try to provide some kind of compensation: assurance of a good reference, perhaps a good lead to another company, or even a few days of extra pay. If the problem is the consultant's fault (misrepresentation of abilities, failure to perform, etc.), an explanation is still warranted.

an explanation is still warranted.

I'm not saying any of this is easy. I am saying that it is not in the company's interest nor—ultimately—in the consultant's interest, for him/her to stay on. An honorable consultant does not want to be in a position without earning his/her pay. If the consultant is not honorable, you don't want to keep the person on board, anyway.

Finally, you can realize great long-term benefits by learning from the consultant. When you have brought on the individual to provide specialized knowledge or skills, take every step possible to enable staff members to learn from the consultant. In some cases, you may even want to take a mentoring approach in which the consultant teaches the staff how to do something rather than doing it himself/herself. The next time around, you will have less need of the consultant's services—or no need at all.

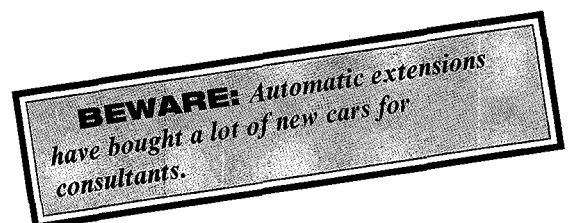
Extensions

Like all experienced consultants, I'm about to contradict everything I've said thus far.

Extensions of agreements are part of the business for a number of reasons: you underestimated the time or effort needed to complete the work; you gave the consultant additional responsibilities; unforeseen circumstances increased the requirements; or you valued the consultant's work and want him/her to take on an expanded role or new projects.

Suggestions:

- Clearly establish the reason for the extension
- Assuming that the consultant is not at fault, negotiate in good faith, fully informing him/her of the reasons for the extension, what you would like done, length of extension, and level of compensation (which ordinarily won't change).
- If the consultant is at fault, clearly explain your concerns and give the consultant an opportunity to propose a solution. In most cases, the consultant will be more than willing to "make it right" in the interest of preserving his/her reputation and you as a client.



Nicholas G. Baker is a private consultant in Fairfax, Virginia who swears he has never engaged in the behaviors described in this article. He can be reached at (703) 280-4835, E-mail Nicinva@aol.com.

- Many companies, for example, faced with a two-week extension of a project, will automatically sign up the consultants for the two weeks. Analyze the requirement first, extending the consultants only after confirming that you do, in fact, need them to provide another 80 hours on the project.

A variation on the theme is that "We're behind schedule so we need to bring on more consultants." This view assumes you do not have enough personnel to do the work, and that may be the case. In my experience, however, being behind schedule can also be caused by poor management or insufficiently skilled personnel. I recommend that you rule out these and other such causes before automatically bringing in additional personnel. In particular, if an agency is offering to provide additional consultants to get you back on schedule, take a very close look at their performance thus far. Bringing additional insufficiently skilled consultants onto a poorly managed project is not going to get you back on schedule!

Concluding the Work

Upon completion of the project, I recommend that you have a discussion with the consultant and address the following areas:

- Be honest about the likelihood of future work with your company. If you do not intend to bring the consultant back, say so. This is not easy, but such lines as "I don't expect to have any more work for a long time" can get the message across. If you can discourage the consultant from continuing to contact you, you'll make life more pleasant for both of you.
- Give honest feedback regarding his/her work. If there was an area in which the consultant performed particularly well or that disappointed you, say so.
- If satisfied with the consultant's work, offer to be a reference.
- If the consultant asks you if you know of any other possible clients, give the request serious thought. The best source of new clients is from referrals. If you can connect the consultant with a new company, you will have earned his/her appreciation and loyalty and, quite possibly, the new company's appreciation, as well.
- Make sure invoices, expense reports, etc. are complete and in process.
- Put a note into your consultant database listing the consultant's strengths, limitations, areas of specialization, etc.

The Care and Feeding of Your Consultant

Thus far, this article has emphasized how to hire and manage consultants and how to protect yourself against the one or two out there who might be a bit unscrupulous. I would like to end by addressing how you can treat the consultant fairly and ethically. I've touched upon some of these points already, but revisit them from the consultant's viewpoint:

- When you first interview a potential consultant, be clear about your needs. If you don't have anything now but may have in the future, say so. If you don't expect anything for several months, say so. In particular, if you don't expect any work for him or her in the near future (or ever), leave with a "don't call us, we'll call you" understanding to avoid pointless phone calls and letters.
- Be fair in negotiating terms. If there is a disparity between the consultant's rate and what you usually pay, say so and negotiate from there. Don't offer a rate that is far below market value just for the sake of trying to get a lower rate from the consultant.
- Be honest about the pay schedule. If you expect to pay three weeks after invoice, say "four," not "two." If your accounts payable office is slow, acknowledge it and tell the consultant what to expect. We need an accurate pay schedule to plan our own affairs and appreciate your honesty, even if the news isn't good.
- Clearly state what's expected of the consultant, particularly if there are any hidden agendas or disagreement upon managers as to what the consultant should be doing. Also, tell the consultant if the expectations change.
- Be sure the staff knows the consultant's duties, reporting relationships, etc.
- Provide the consultant with the information needed to perform assigned duties; if something changes, let the consultant know immediately. Believe me, even when you're paid by the day there's nothing as frustrating as learning that you have wasted the past week because someone failed to give you a critical piece of information.
- Give the consultant a productive place to work, a reasonably quiet and interruption-free setting with the necessary computer and other equipment. It needn't be a corner office, but a pleasant setting increases productivity.
- Provide the necessary support. For example, if the work will involve copying large documents, try to arrange to have a clerk available. Otherwise, you'll be making your consultant the best-paid copier operator in the state.
- Be reasonable in your criticism of the consultant's work. Point out the strengths as well as the limitations, offer recommendations as well as criticisms, and acknowledge constraints s/he may have been under. You'll end up with better work as a result.
- Always process the consultant's invoice, expense reports, etc., immediately and take any measures you can to ensure on-time payment. The consultant relies on the payment as much as you rely on your paycheck, and no, we are not all independently wealthy doing this for the fun of it.
- Upon completion of the work, give the consultant an honest appraisal of future opportunities with your company and any other possibilities you may know of.

Hiring the right person is the first step. Managing the person effectively and treating him/her professionally and fairly will then ensure the greatest possible productivity from the individual.



BEWARE: You'll want to bring the consultant back for the next job.

Credible Communication

by Dr. Mary Lippitt

In a 1997 study of human resource executives conducted by Enterprise Management Ltd., 76 percent of the respondents say that their senior management has a credibility problem. Of those who have a problem, 50 percent do not realize it. Establishing credibility is vital and few do it well. Sixty-six percent of the human resource professionals believe that the lack of credibility has a major or critical impact on achieving business objectives, while 34 percent believe that it has a moderate impact. None of the surveyed believe it has no impact on the bottom line. Ignoring credibility is done at your own peril.

The study also showed that lack of credibility reduces respondents' willingness to participate in new initiatives (85 percent), reduces the desire to collaborate on work or tasks (70 percent), impacts risk taking and the development of new ideas/approaches (80 percent) and diminishes the willingness to bring issues and problems to management's attention (75 percent). Credibility is not a luxury, it is a necessity.

What is Credibility and How Can it be Built?

Credibility encompasses integrity, honesty, simplicity, completeness, genuineness, sincerity, reliability and clarity. It conveys confidence in the trustworthiness of the message and the messenger. Effective communication increases credibility, but it is not an easy process. It is the result of careful planning and a strong commitment to openness. It also comes from an understanding that credibility is gained slowly, but can be destroyed instantly. There are four strategies for developing credibility.

1. Matching words and deed
2. Providing timely communication
3. Offering reliable communication to the entire organization.
4. Establishing opportunities to exchange ideas, concerns and information.

Match the Words with the Deeds

When there is a discrepancy between what someone is saying and what they are doing, people count on what is done. While there may be an effort to increase risk-taking in an organization, it becomes facetious when the people who are promoted are known as "yes" people rather than risk-takers. If people are informed that someone has an "open door" and then find that anyone who enters the sanctum is treated as if s/he is interrupting critically important work, the "reality" of an inhospitable environment overshadows the invitation and destroys the person's credibility.

When someone's words match their deeds they gain a reputation as a reliable communicator. They follow up on their statements, plans and promises. The words may not stir emotions but they inspire confidence, encourage reciprocity and build commitment.

Create Timely Communication

To be credible, internal communication must be timely. Being told what is happening after it has been covered in the media engenders distrust rather than confidence. Likewise, withholding information fails in the long term since subsequent events reveal what was withheld. Realizing that information was being delayed or altered reduces credibility.

With information so readily available from the Internet, intranet, grapevine or mass media, information can rarely be successfully withheld. In addition, decision making is negatively impacted when priorities or events are not known.

There are many organizations that have addressed the issue of timing by setting time frames for releasing information. With open-book management, everyone knows what day each month the financial reports will be shared with all employees and employees are encouraged to conduct an analysis to determine what actions need to be taken.

While some information can be timed, other

types must be ad hoc. Timely performance feedback is situationally-driven and is more valuable than information that is saved for the annual performance appraisal review. Performance feedback using a 360-degree process provides for valued lateral feedback and, potentially, customer feedback also.

Keep Words Relevant and Shared with Everyone

If the lack of timely information dampens effective exchanges, the use of clever phrases, slogans, trendy terms or jargons causes confusion. The third way to build credibility is to ensure that sincere communication is used and shared across the organization in a manner that encourages understanding. How many companies have used words such as "quality" without defining it. Quality can mean an error rate, but it can also mean a level of customer satisfaction. If it is defined as customer satisfaction what is the goal? Is the goal meeting, surpassing or anticipating customer needs? Defining terms for an organization is one of management's key roles.

Definitions need to be understood by those who craft communication and by everyone else in the company to ensure the alignment of energy and resources. To grasp where confusion exists, the communication process has to be exchanged and analyzed from various perspectives. The hierarchy is only one of those.

Lateral communication is critical to ensure effective communication. Employees with a common focus or goal or professional identity, must have an opportunity to dissect the information from their perspective. What does the announcement, trend, or new objective mean to their process or their skill base? How does it impact their workload or growth opportunities. Are there business opportunities which they can seize that might have been overlooked? What are the anticipated costs or savings? What does this mean to the customer?

Provide an Opportunity for Exchange


The final hallmark of credible communication is that it encourages discussion. An actual exchange does more than offer a question and answer time at the end of a briefing. Credible communication provides opportunities for informal communication, such as skip level meetings where top executives offer anyone in the

organization an opportunity to meet with them. These meetings, with less than 20 people, encourage an open dialogue and surfaces issues that structured meetings cannot address.

Additional strategies to encourage discussion must address multiple channels—question and answer columns in the employee newsletter, e-mail or bulletin boards, small group meetings following large briefings, or planning teams. Effective internal communication offers a way to ensure that people understand the words and feel that they have been heard as well as informed. Most of all, effective managers stimulate the exchange by voicing comments such as:

- I do not know but will find out and get back to you within two days and we can discuss it at that time.
- Please tell me how you see the issue and help me understand your recommended alternatives.
- What are your thoughts on this matter? I know you have direct knowledge on the issue.
- You understand the goals and objectives and I would like your perspective on how to achieve them.

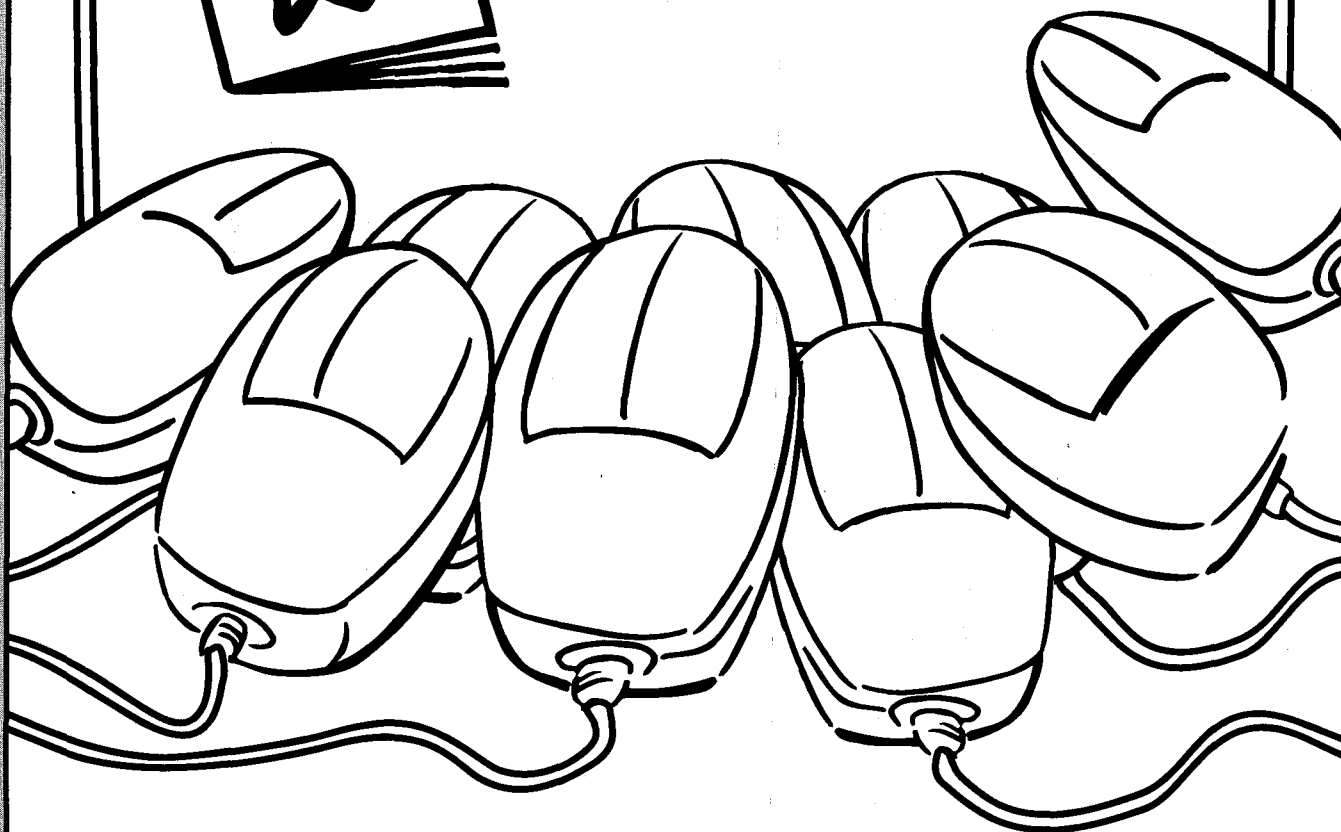
Asking for input enables those who provide it to be recognized as contributors, not as troublemakers. The value of the outspoken person is often misunderstood. He/she voices a concern that, if addressed, can turn the questioner into an ardent supporter while encouraging others to examine their attitudes and alternatives.

These four steps are not a formula that can be used once and tossed aside with a sense of completion. It is an on-going process that can be enhanced through vigilant monitoring. While it is time consuming, it offers such rich rewards in resolving the dilemma of being understood while being seen as consistent. It opens the pathway to sustained success. 

Dr. Mary Lippitt is president of Enterprise Management, Ltd., a Potomac, MD-based consulting and training firm dedicated to helping organizations implement change. To learn more about Mary's expertise and to see how she can help your company, she can be reached direct at (301) 365-1800, e-mail: mary@enterprisemgt.com.



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Getting Along with Friends and Co-workers

by Donald B. Ardell, Ph.D.

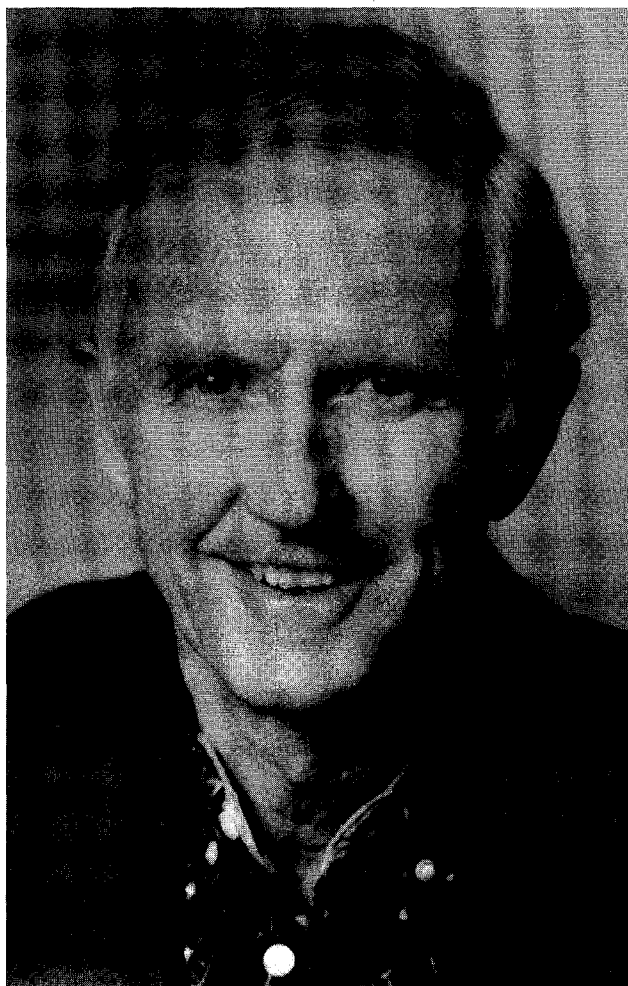
What's special about getting along with friends and co-workers if you are devoted to a wellness lifestyle?

Recalling that a wellness lifestyle is a conscious commitment to personal excellence in both a physical and psychological sense, we can assume that you would be cheerful and interesting, loyal

and supportive, informed and helpful—and that's just for starters! However, what ELSE might we expect, given your artful lifestyle attitudes and practices?

After all, as a wellness devotee, your friends and co-workers probably **DEPEND** upon and look to you as a bit of a model. Besides the

Employee Services Management



Donald B. Ardell, Ph.D.

characteristics already noted, what are your special qualities associated with the deliberate quest for personal satisfaction in all you do, including supporting others to be their best? How do you support them in their efforts to enjoy their lives in multiple ways, both large and small?

I think there are at least five qualities that can be considered part and parcel of good relationships with friends and co-workers that are directly associated with your wellness lifestyle. Briefly, the five are as follows:

1. *A Sense of Perspective.*

Your response to people, events and circumstances is proportional, relative

and congruent with the bigger picture. In short, you rarely if ever overreact, panic or go ballistic because you have mastered the realization that most things do not matter all that much in the grand scheme and that furthermore, there might not be a grand scheme!

Therefore, you are more grounded than most, not given to declaring that the sky is falling or to other forms of "horriblizing." This is most beneficial to your friends and co-workers, who appreciate your perspective when their own gets out of whack.

2. *An upbeat outlook.*

Wellness is a positive approach to living based on the idea that it makes sense to focus on life's joys and pleasures rather than the negative side of things and all that this invites, including but not limited to death and disease, disasters and dread and deterioration and decimation and other words for awful situations beginning with the letter "d," not to mention other terms starting with different letters that deal with defamations, debilitations and dubious dramas. How very much your friends and co-workers appreciate this quality. This quality of yours should never be undervalued—they love you for it!

3. *A zest for life.*

You look forward to and celebrate in your own fashion each and every day. You are glad to be alive and happy to have the opportunity to do what you do, with whom you do it. Never think for a minute that this way of being in the world is not a gift to your friends and co-workers. You may forget this, in fact, you are probably unaware of how much you lift the spirits of others, but those fortunate enough to have you for a friend or associate benefit from the association every time you grace their presence.

4. *A commitment to personal responsibility.*

You have no use for blame, whining, excuses and other forms of shifting accountability. This is evident in the way you comport yourself, make decisions

and interact with everyone around you. This is the finest form of modeling and is ever so much more effective than preaching, training and other forms of education as to how to be an effective person or employee. The best way to learn this skill is to grow up or work around someone like you who embraces responsibility in thoughts, words and deeds and clearly benefits from doing so.

5. *You are a skilled and critical thinker.*

There is so much nonsense in advertising, popular culture, business, established and alternative forms of medicine and every aspect of modern life. You are a great inspiration and guide for your friends and co-workers because you demonstrate effectiveness in decision making. You have no use for superstition, unsubstantiated claims and the like. You know how to look for evidence, to check for credibility, to rely on substantiation and to respect science and reason. Your friends and co-workers often seek your opinions for this and other reasons noted as part of their respect for the way you are, a solid character valued as a friend and co-worker for this and all the other reasons summarized regarding your style and character.

You have one other quality going for you that might be mentioned in passing. Given the nature of what you believe and how you live your life, you know the value of a supportive environment. In addition to work that is fulfilling where you can gain recognition and appreciation for the display of your gifts and creativity you, too, are benefiting from the fact that you have selected friends and even co-workers who are themselves committed to and successfully, artfully pursuing wellness lifestyles. Thus, while you reinforce and bring out the best in others, you are benefiting from your own choice of wellness companions, who support you in being your best and enjoying life to the fullest.

How fortunate your friends and co-workers are to have you in their lives!



Donald B. Ardell, Ph.D. has published the *ARDELL WELLNESS REPORT* since 1984—46 editions are in print. For a sample copy, send a SASE (\$.53 cents postage required) to Don at 9901 Lake Georgia Drive, Orlando, Florida 32817, (407) 657-2846, ardell@pegasus.cc.ucf.edu.

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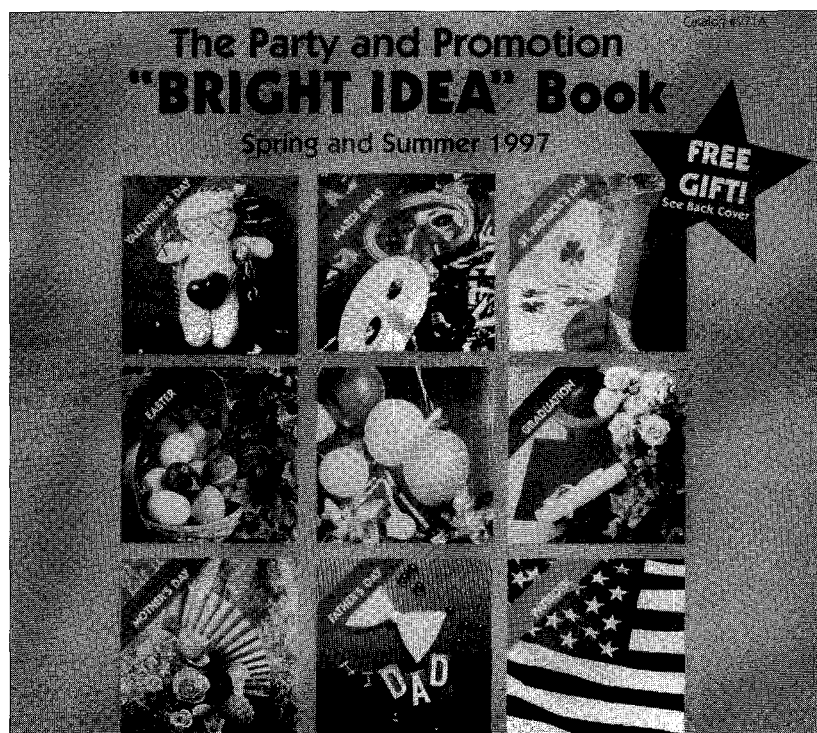
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Power Negotiating

by Roger Dawson

Here are five negotiating gambits that can make thousands of dollars for you in just a few seconds:

Never Jump at the First Offer

Be careful you're not saying yes too quickly, because this automatically triggers two thoughts in the other person's mind: 1) We could have done better (and next time we will), and 2) Something must be wrong here. If they are willing to go with a proposal that we didn't think they'd accept, we'd better check them out further before we go ahead.

So always go through the process of negotiating, even if the first offer or counteroffer is perfectly acceptable, because you always want the other side to feel that they won in the negotiations. In fact, I'd almost give you that as a definition of a good negotiator. Two people might be negotiating a purchase with the same supplier. Both come away with the same dollar figure, but the Power Negotiator comes away with the supplier feeling they won and the poor negotiator comes away with the supplier feeling they lost.

Nibbling

You can get things later in the negotiations that you can't get earlier. Always go back at the end and make a second effort on something that you couldn't get them to go along with earlier.

However, look out for people nibbling on you, because there's a point in the negotiations

when you're very vulnerable and that point is when you think the negotiations are all over. You may be selling a used car and you've finally found the buyer. You're feeling good that the negotiation went so well and you got such a good price. The buyer is sitting there

Learning to improve your negotiating skills is the best use of your time. Consider this: if you make \$50,000 a year, that's about \$25 per hour. When you're negotiating the purchase or sale of something, you're not making \$25 an hour—you're making \$25 a minute, maybe \$25 a second! You can't make money faster than you can when you're negotiating!

writing out the check and at the last minute s/he looks up and says, "That does include a full tank of gas, doesn't it?" You're at your most vulnerable point in the negotiation, for two reasons. First, you're feeling good because you made a sale. When you feel good you tend to give things away that you otherwise wouldn't. Secondly you're thinking, "Oh no, I thought we'd resolved everything. I don't want to have to go back to the start of this thing, renegotiate it, and stand a chance of having them back out. Maybe I'm better off just to give in on this point.

Flinching

It's critical that you learn to react visually, whenever the other side makes a proposal. Assume that they don't think you're going to agree to their proposal and that they're only throwing it out on the negotiating table to see your reaction.

When the salesperson asks you to give him a deposit with the order, s/he may not think for a moment that you'll go along with that. It's just something s/he threw out on the negotiating table to see what your reaction would be. And if you don't appear too shocked or surprised, suddenly the salesperson is thinking, "Well, that didn't seem to shock them too much, maybe I will get them to give me a deposit. I'm

going to hang in and be a tough negotiator."

So prepare to flinch at the other side's proposal. Slap your cheek, gasp and say, "You want us to do what??" And you don't

have to be negotiating in person to make this work. Phone flinches can be very effective too!

Trading Off

Whenever the other side asks you for a small concession, get into the habit of asking for something in return. Let's say that a customer has special-ordered some equipment and you've just found out there is a delay at the factory. Just as you're about to call the customer and give the bad news, the phone rings and it's the customer calling to see if you could delay the shipment. You have a tendency to say, "Sure that would work out fine. No problem." Don't do that! Always ask for something in return. Say, "Well I don't know, I'll check with my people and see, but let me ask you this: If we can do that for you, what can you do for me?"

Three things might happen

- 1.** You might just get something, such as the customer giving you an additional deposit.
- 2.** You've now elevated the value of the concession. Why just give something away? You may need it for another trade-off later. Later you can say, "You know how much trouble we had to go through over that delayed delivery? We did that for you, so don't hassle me over the final payment check, fair enough?" and
- 3.** It stops the grinding away process. This is the most important reason why you should always do this. If they know that every time they ask you for something, you'll ask for something in return, it stops them constantly coming back for more.

Position for Easy Acceptance

If you're dealing with someone who prides himself on his ability to negotiate, there's a danger the negotiations will deadlock at the last moment. The problem is that the ego of the other person as a negotiator got in the way. You're talking to a contractor about a change to your building plans and you're \$1,000 apart on the price. You can't believe that it's all falling apart when you're within \$1,000. It doesn't make sense. What's gone wrong is that the ego of the other person, as a negotiator, is getting in the way. The contractor's representative may have said to the boss, "You just watch me negotiate with this person. I won't have any trouble getting them up in price." Now the representative is not doing as

So prepare to flinch at the other side's proposal. Slap your cheek, gasp and say, "You want us to do what??" And you don't have to be negotiating in person to make this work. Phone flinches can be very effective too!

well as s/he hoped s/he would and simply doesn't want to feel that s/he lost to you as a negotiator.

So you have to make him/her feel good about giving in to you. Do it with a small concession made just at the last moment. The size of the concession doesn't matter, because it can be ridiculously small and still be effective. It's the timing that's critical.

Learning to improve your negotiating skills is the highest and best use of your time. You can't make money faster than you can when you're negotiating well. When you're negotiating to buy or sell something—or for an increase in pay—you could be making thousands of dollars per minute.

One Minute Negotiating Primer

- Devalue the importance of the bargaining chip—do not let them know how important it is to you.
- If you reach an impasse, set aside the key issue and create momentum by reaching agreement on little points.
- Never jump at the first offer, however good it looks.
- At the end, nibble for something extra, or something they wouldn't agree to earlier. However, look out for people nibbling on you. You're most vulnerable when you think the negotiations are all over.
- Flinch at the other side's proposal. They may not think for a moment that you'll agree to it and flinching will get you a concession.
- When asked for a small concession, ask for something in return. It stops the grinding away process.
- Position the other side for easy acceptance with a small concession made just at the last moment.



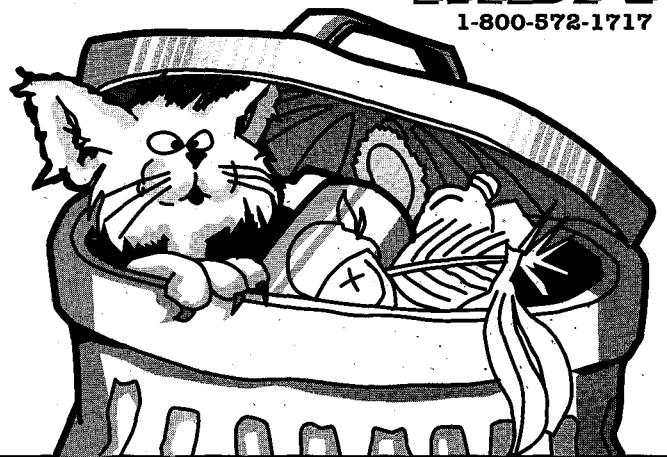
Excerpted in part from the new book Roger Dawson's Secrets of Power Negotiating (Career Press, \$21.99). Roger Dawson is one of the country's top negotiating experts and a leading sales and management speaker. For more information, contact (800) YDAWSON.

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*Flexibility at Work—
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Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM. Visit NESRA's internet site, <http://www.nesra.org>, where some Associates also have hot links to their web sites.

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Update your '97 NESRA Buyer's Guide and Services Directory by noting these changes/addition:

- Sony Theatres/Lowes Theatres (family) name and new rep change: Maura Hayes-Campbell
- Brinks Home Security (specialty) new rep: Landa Payne, new phone (214) 919-8602
- Livent (family) new rep: Kevin Hicks
- Leisure Quest, Inc. (travel) new address: 250 W. Coventry Ct., Ste. 300, Milwaukee, WI 53217, (800) 535-PLAY, (414) 228-4935 FAX, e-mail: Leisquest@aol.com
- North American Marketing Corp. (merchandise) new FAX (860) 646-3692
- Paramount's Kings Island (family) new rep: Kimberly Compton
- Specialty Travel Inc. (travel) add (800) 255-3842
- Florida Tourism Industry (C&VB) new info: 856 W. Newport #1, Chicago, IL 60657, (773) 296-6679 phone, (773) 296-6594 FAX, Betty Gonzalo new rep.
- Amerisuities (multi-hotel) new rep: Shivon Stewart

produce the ISMAP (a graphic that acts as a link to other files) for the homepage. More money was necessary for producing the succeeding linked pages. Also, the association representatives needed to be trained not only in web page production but also in opening and using their e-mail accounts. It all amounted to \$15,000 of expenses during the first three months of development. A mortgage provider was the next sponsor followed by a business form company, a hotel chain and others. Thereafter, the site could cover the cost for the rest of 1996. With more programs, such as listserv, planned for the site, more sponsors will be needed to cover expenses.

Our supplier also offers a secure site utilized by eight associations that sell their logo items. Therefore, employees at Departments of Transportation, State, Justice, Interior, and Health and Human Services as well as the Pentagon and the Food and Drug Administration can make credit card purchases over the internet. Representatives of the employee associations contracted one photographer for all of the advertised logo items, which amounted to about each agency paying \$25. Then, the photographs were scanned and loaded into EMP-REC-SERV.com as jpeg files. Now employees can order the merchandise directly through their computer screens. It is important to note that each of the 25 associations serves its own employees. So employees at NIH, for example, buy from NIH R&W but not from the Pentagon's employee association.

Another use of the site has been as a clearinghouse for forms needed by employees in the various associations. For example, at NIH housing lists are regularly requested from the website. Recreation clubs have their own subsites at EMP-REC-SERV.com. What is more, the associations can post last-minute announcements of interests to their employees such as the availability of some "hot tickets." Soon the plan is for employees to order tickets right over the line. The website can also be used as a means for employees to relay comments and suggestions as well.

How It Is Working

About 90 percent of the subsites that comprise EMP-REC-SERV.com are being handled by the individual employee recreation associations. This has been possible only after training of groups of association representatives. Currently, NIH R&W has been helping representatives with graphics and the construction of secured forms. This is accomplished by the representative meeting with the webmaster, Ruth Sragner. If advanced help is needed, the two meet with technical trainers from the NIH Training Center. Again, there is no charge to the employee association for this consultation. Meeting individually with the webmaster is actually easier than providing consultation to a large group of representatives.

The co-op approach to operating this website benefits smaller employee associations and those experiencing personnel turnover. The subsites always need fine-tuning and updating. Therefore, it is customary for the webmaster to be contacted by representatives regarding day-to-day challenges such as loading graphics into subsites. She is assisted by a part-time employee from NIH R&W.

At the start, EMP-REC-SERV.com received about 350 hits per day. That means 350 people were accessing the site daily. The number has risen to about 5,000 hits daily. Plans are underway to promote the site via a flyer distribution directly to the local 200,000 federal employees. However, the site is not promoted through commercial newsletters nor listed with commercial internet browsers. That is because the website is only for the federal employees.

The Sponsors

By visiting EMP-REC-SERV.com, one can view some simple yet effective webpages of the sponsors. As mentioned previously, the launching of EMP-REC-SERV.com was not possible without the support of sponsors.

Since then an interesting development has taken place in sponsorship. The advertisers are starting to give

money back to the employee associations in hopes of doing more long-term business with them. For instance, a phone company is giving \$5 per sold phone back to the associations. A pager supplier gives back \$1 per pager sold through the website.

The associations sell advertising space in their employee newsletters, which acts as another source of revenue. For example, associations with employees on short-term assignment require listings of housing, hotels, rental cars, restaurants, dry cleaners, etc. EMP-REC-SERV.com also contains classified advertisements for the association membership.

The Future

Plans are underway for an unlimited version of listserv, a common e-mail system for subscribers on a mailing list. Soon, employees within the individual associations will be connected to their own e-mail distribution list—just another way of promoting employee services. The associations are considering the listserv as a means of distributing their newsletter directly to employees on their list.

We are stepping up efforts to help the associations better use their subsites. If more associations use the website, more sponsors will be attracted to it. Ultimately, it could mean greater revenue for the associations. It has to be emphasized that the coordinator of the website, NIH R&W, does not administrate associations in how to construct and run their subsites. More accurately, NIH R&W offers information and guidance in this respect.

EMP-REC-SERV.com was probably the first internet site of its kind. Employee services associations banded together to undertake a massive accomplishment—an easy-to-use system of promoting their services via the web. Through commercial sponsorships, EMP-REC-SERV.com will continue into the next century as an effective communication system for employee services administrators and their members.



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EMP-REC-SERV.com An Employee Services Website

by Ruth A. Sragner
and Rich Miller, Ed.D.

The 21st century arrived early, at least in the NESRA Washington, D.C. area. Since 1996, 25 employee recreation and services associations in U.S. government agencies have made their presence through the world wide website, EMP-REC-SERV.com. The associations have co-oped the site through the coordination of the National Institutes on Health Recreation and Welfare Association. Overseen by an advisory board of association representatives, EMP-REC-SERV.com includes the NESRA Washington, D.C. area chapter. The site allows NESRA members to keep up with others' activities. It is also a communication vehicle for employees from the NESRA member associations. They can secure information on upcoming meetings, attractive travel packages, and available merchandise. So with a click-of-the-mouse, everyone can get answers to questions while connecting to all the valuable resources of the world wide web.

Strength in Unity

The National Institute of Health Recreation and Welfare Association (NIH R&W) faced a challenge common to other employee associations within the federal sector when it came time to planning a website. They had a difficult time convincing sponsors to pay for their internet site through advertisements. This was crucial given the financial realities of operating nonprofit employee associations, especially during the federal government's 1996 furlough. To compensate, NIH R&W united with 24 other recreation associations to secure the necessary sponsorship for an internet site.

Named EMP-REC-SERV.com, the website was designed for customary employee services such as promoting and selling customized logo-items, tickets, trips and events. Member associations also use the site to solicit for char-

ities. However, the commercial aspects of the site could only be assumed by a computer server outside of the federal sector. Therefore, EMP-REC-SERV.com bought space on a private self-serve mainframe computer operated by the Nomius Corporation.

This was a substantive expense. However, other needs were realized such as assistance in web page production, setting up e-mail boxes, and answers to technical questions. All this was successfully addressed by the federal employee services associations working together on this common internet site.

Developing the Site

Most of the initial site construction was done by contracting training specialists from the National Institutes of Health. The trainers worked at significantly reduced rates (about \$30 per page considering the standard cost is about \$200 per page). In addition, college intern students in employee services helped. Some of the employee recreation associations elected to contract the services of our supplier. Now, individual association representatives take advantage of the self-serve nature of the supplier's mainframe computer. They can create and modify web pages on their desktop computers and then transfer the files to the website.

EMP-REC-SERV.com is free to the 25 member associations. As a co-op, representatives from the various associations work together on developing and editing their respective web pages. No one association is allowed to edit the web pages of another association. If they did they would become an internet provider and would no longer meet the guidelines of being a nonprofit association.

At the start, one insurance company donated \$600 that was originally believed to be sufficient to start the site. However, as more associations came on-line, it was necessary to secure more support. For example, it costs money to

(continued on page 38)

To reach this website just type the following location in your web browser:

<http://www.EMP.REC.SERV.com>

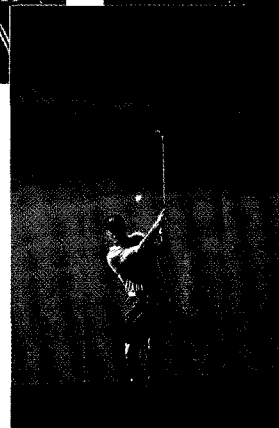
Ruth A. Sragner is director of operations for the Recreation and Welfare Association, National Institutes on Health, Bethesda, MD. She can be reached at sragner@nih.gov.
Rich Miller, Ed.D. is associate professor for the Health, Fitness and Recreation Resources department of George Mason University, Fairfax, VA. He can be reached at emiller@mason.gmu.edu

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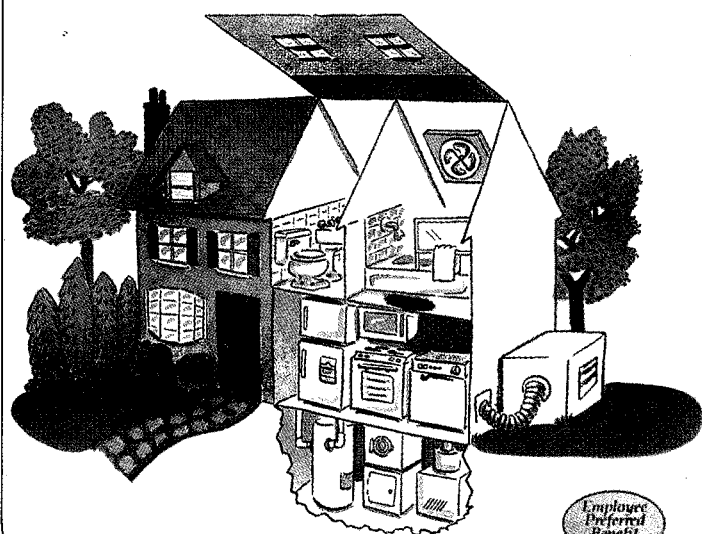
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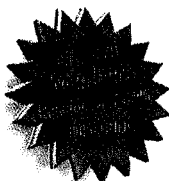


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EMPLOYEE SERVICES MANAGEMENT



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New Twists to Traditional Ideas

by Cynthia M. Helson
NESRA Director of Communications



I recently interviewed members for the cover story of this issue. Sometimes in interviews I get more than I ask for and it's a good thing. In addition to members telling me about their holiday programs, some described other programs.

Carol Hensel, human resources administrator, Susquehanna Pfaltzgraff Co., York, PA described some of the themes she's used for her picnics. She promotes her picnic as "Employee Appreciation Day." Sometimes she themes the event based on what fruit is in season at that time. She's decorated and catered the outdoor party around watermelon once and even strawberries one year. Her promotional pieces use fruit artwork. Nametags in the shape of a slice of watermelon or a strawberry involve guests in the theme as does games focused on the fruits. You could decorate an area called the "strawberry patch," and just think of all the delicious salads and desserts you could offer.

This year, Hensel is focusing on an Island Theme using a calypso band to remind guests of the tropics. Joyce Canon, receptionist/special events coordinator for Arden Fastenings, St. Paul, MN, will be focusing on a Hawaiian Pig Roast theme. Guests will be greeted with floral leis from Hawaii. She has also focused on an Old Fashion Picnic theme.

On another note, Harriett Bustas De Cartanet of Muro Pharm Inc. in Tewksbury, MA, sent in a description of her baseball season opener event. To celebrate the first official crack of the bat, employees enjoyed ballpark favorites in the lunchroom as they sang team songs and did the wave. Then, later, they listened to the baseball game as it was telecasted over the speaker phone throughout the offices. During break time, employees played ball.

What programs do you offer? I'd like to hear from you.

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at NESRAHQ@aol.com or at <http://www.nesra.org>.

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Putting A Marketing Plan Into Action

By Dr. Craig Finney and Dr. John Bullaro

Your objective is to provide employees with opportunities to enhance the quality of their worklife in perhaps an indifferent and uncaring work environment. To reach the needed audience (employees and their families) effectively requires an efficient "in-house" marketing plan. This article will explain what marketing is, what a marketing plan entails and provide some examples of strategies and tactics to implement an effective marketing plan.

Marketing: A Definition

Marketing is an exchange process between a seller or provider of a product and/or service (the employee services provider), and a buyer/receiver of that product and/or service (employee). The environment(s) (businesses) in which this transaction takes place plays a vital role in the marketing effort. Indeed, each marketing environment is somewhat different; having its own characteristics or factors that must be considered when applying marketing concepts. Those characteristics might include: economic realities, political pressures, values and priorities regarding resource allocation/utilization, ethnic orientations, perceived needs and wants, and motivations among others. For example, an effective marketing plan within an organization that has on-site recreational and sports facilities, paid/trained staff, high corporate value for participation in ES&R, as well as high perceived need and interest to participate would be significantly different than a plan necessary for an organization with off-site facilities, no and/or little paid staff, low corporate value or priority for participation, and little interest from employees to participate. Indeed, the challenges in the marketing effort for both programs are different.

If any single factor in the dynamic equations above changes the marketing plan, changing a single factor will directly affect "the market;" the group of employees ready, willing and able

to receive the programs, services, and/or products provided.

The Marketing Plan

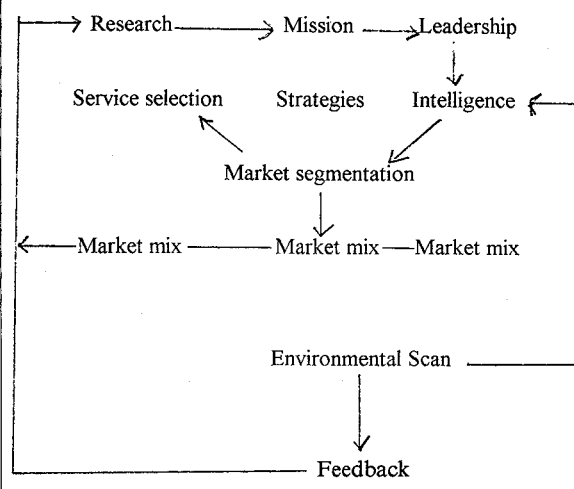
Any marketing effort must be preceded by strategic planning that involves all major players in the marketing effort. The goal of planning is to identify and evaluate the market; and then to create a plan to reach that market. Within ES&R environments, we generally want to focus our plan on employees' (and their family members') needs and wants as a base for our primary mission.

The marketing plan to address these needs and wants has several components that we will discuss; they include:

- Research
- Mission Statement
- Environmental Scan
- Marketing Segmentation
- Feedback

As Figure 1 illustrates, a model for developing a marketing plan is an interactive and dynamic process, with the flow of information from one component to another. Flow patterns should be modified to meet the needs of individual organizations.

Figure 1



Research

The first component in the developmental process of a marketing plan is research. Here you want to gather data regarding the potential employees to be serviced. Data that is generally valuable and necessary, and therefore recommended is demographics of the current employee pool: color, age, marital status, number of dependents, place of residence or distance of residence from the work site, job position, length of service with the organization, and education level. Consider gathering data that indicates the employees' potential for participating in your programs and/or services. This information might include; current recreation and sport interests and habits, general medical condition, health risk factors (eg. smoking, alcohol consumption, weight, etc.) competing business and agencies within the local community and rate of fees charged.

The data identified above is generally best collected with a paper and pencil questionnaire that is anonymous, as well as a careful scan of the local phone book.

Mission Statement

Once you analyze the data, the formal planning process begins. Based on the data results, you can develop a mission statement; a broad statement about what it is you want to accomplish with your programs/services. The mission statement should be compatible with the corporate philosophy, goals and objectives. An example of a mission statement might be: "To foster, conduct, and coordinate recreation, and health and fitness programs for the employees of Lockheed Corporation and cooperate with management in these matters through education, information and planned leisure time activities thereby enhancing the employee's lifestyle and positively influencing productivity and profitability (*Employee Services: A Strategic Component of Business*, Pindroh, 1997)."

From the mission statement develop a set of objectives. The objectives should be measurable, thus allowing you the ability to determine the effectiveness of the employee services program. For example, an objective might reflect the number of first-time participants to utilize a specific activity, a set of activities, or reflect a specific percentage of improvement in general health among those involved in a fitness program, or a decrease in absenteeism among active participants in the program.

Again, the objectives are what you will measure the success of the marketing plan by (as well as the employee services program itself at times), and they will suggest possible revisions in strategies and new opportunities for future programs and/or services.

Leadership

Developing a marketing plan is a "team planning" process. Each member of the "team" should be assigned a leadership role as a means to achieving the objectives of the marketing plan. Specific areas that leadership assignments might address are found within the: 1) components of the marketing mix (discussed below) and 2) environmental scan (also discussed below).

Marketing Mix

This is the artful blending of 1) Program/Service and/or Product Selection; 2) Place; 3) Promotion; and 4) Price. With regard to Program/Service/Product Selection you want to attempt to offer a varied selection of programs, services and/or products that the consumer has identified an interest in. This information can be obtained during the Research step.

Place or location that the activities/services are offered to the consumers is a consideration in establishing a successful marketing strategy (eg. is where the activities/services take place, convenient?, desirable time?, etc.)

Promotional efforts attempt to convince consumers to participate or purchase your programs and/or services. Various communication tools can be employed including advertising, sales, promotions, public relations, personal selling, and publicity.

Price or pricing, for many programs, services, and/or products, can be one of the most critical components of the marketing effort. In this decision-making process, you must balance: 1) the level of funding required beyond the budget provided; and 2) the ability and/or willingness of the consumer to pay to play or participate.

The artful blending of these four components will play a significant role in whether employees participate in the programs, services, and/or products you offer them. Indeed, "artful blending" suggests that intuition and hunches play an important part in just how the plan is put together and implemented. Of the four parts of the marketing mix, promotional strategy will be

the most critical. Marshall McLahan, in *Understanding Media: The Extensions of Man*, proclaimed, "the medium is the message." In this regard then, be cautious about communicating only via e-mail. While e-mail may be an expedient way to disseminate a message, it may not be very compelling. Two factors should influence the selection of in-house media; target market boundaries (demographics) and budget constraints.

Environmental Scan

The environmental scan determines whether or not your marketing plan is built on rock or sand. Here you assess the following in-house issues: 1) degree of top management's overt support of the employee services effort; 2) the corporate culture's history of employee support for employee services; 3) resource availability (resources being viewed very broadly here) including on- and off-site facilities, equipment, staffing, volunteers, budget allocation, etc.; 4) legal issues; 5) available time within which to conduct the programs/services (before, during and/or after 8 a.m.-5 p.m. work shift, weekends, etc.); and 6) employees' readiness to participate in the programs and/or services.

The environmental scan is a reality check; enabling the ES&R Professional the opportunity to assess the probability of the ultimate success or failure of the marketing plan (if it projects failure, a review for potential modifications should be pursued). The data collected during the environmental scan is usually sensitive, requires cautious application; therefore the task should be assigned to the most skillful politician(s) on the team.

Marketing Segmentation

Here we first begin with the reminder that a true "market" is a group of people (employees) who are ready, willing and able to participate or buy. To segment the market means to divide it up into logical needs or clusters based on segmenting factors known, or thought to determine needs and wants of the participant and buyers. In other words, segmentation helps identify sub-markets within the larger market base (employees). For example, if we offer a variety of fitness activities that attract both females and males between the ages of 21-35, we may want to segment the group into groups or clusters with varying needs. Single mothers between the

ages of 21-25 are likely to have childcare needs. To segment this group out from the others in your market plan will specifically target your announcement about childcare services to those likely to be interested in, or in need of these types of services.

In addition to demographic variables, markets can be segmented by psychographic variables/characteristics; including lifestyle, personality traits, readiness to participate or buy, liberal-conservative lifestyle(s), cultural orientation, among other variables found in employee groups today. Of course, variables you select must be tastefully applied and be reviewed for political and legal correctness.

Feedback


Once a marketing plan is underway it must be constantly monitored for effectiveness. The plan's effectiveness is in part measured by the objectives set at the mission statement stage of the marketing plan development. You can use a variety of mechanisms to collect the data or feedback including: interviews with employees and family members who have used the services and programs, questionnaires completed by employee participants on-site or sent to employee's homes (both users and non-users), interviews with employee services staff who deliver the programs (both volunteer and/or paid staff), and discussions and meetings with supervisors and management. Information collected from the feedback stage must influence future services and programs, the market mix, marketing objectives, and ultimately the market plan mission. Finally, use information gathered during "feedback" within the marketing plan's strategies and tactics areas; the last component of a market plan.

Strategies and Tactics

The strategies you set as the employee services practitioner within your marketing plan are the sum total of how you arrange or fit the individual market plan components together. What step is first?, second?, third?, and so forth. You and your team make these decisions as a means to most effectively accomplish your task. The tactics are the day-by-day actions you and your team take to implement the market plan, and keep it going to achieve your objectives. This means that the environmental scan will be an invaluable database upon which to plan and implement the marketing plan.

Closing Thoughts

Some of the issues might seem more complex or cumbersome than you want to pursue. A good marketing plan is vital in the creation, development, and implementation of any employee services program regardless of size. If you need help, contact your local college or university's Departments of Recreation Management or Business Marketing/Management. Many faculty will be willing to answer questions and offer suggestions by recommending student interns who can implement a marketing plan.

In today's Corporate America, the job you as an employee services provider perform is vital, and you need to maximize your resources while providing employees and their families with the most efficient programs and services possible with the resources at your disposal. 

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NEWS

IN BRIEF

▼ “Test Driving” Job Candidates

More than two-thirds of employers that emphasize college hiring like to “test-drive” their job candidates before offering permanent employment, according to a survey conducted by the National Association of Colleges and Employers (NACE). The results show that 70 percent of the respondents are using internships and/or cooperative education programs to create a pool of quality job candidates.

Such programs provide employers with the chance to sample the abilities of and gauge the potential of prospective employees, according to Patricia Coale, HR generalist with Chesapeake Paper Products.

One-third of the respondents said that they offer cooperative education programs. Those offering such programs averaged 10 co-op students each, with an average of four students eventually being brought on board as full-time, permanent employees.

▼ Family Leave: Fear of Retaliation?

The fear of retaliation is large among employees who take time off for family, and the risk is rising, states *The Wall Street Journal*. Though federal laws forbid retaliation against people who exercise their rights, employers can make leavetakers' lives difficult in many ways. And with workforces stretched painfully thin, nobody is in the mood for entitlements.

Four of the Labor Department's 10 pending Family and Medical Leave Act enforcement cases involve alleged retaliation or illegal treatment of workers after leave.

To avoid hassles, workers who need family time off must find ways to assert their rights:

- Lay the groundwork by winning co-workers support. Plan how your work can be covered in your absence and get approval from co-workers affected.
- Get the boss's advance support for your plan to cover your work, anticipating his/her concerns.
- Stay in touch via electronic mail, regular calls and visits.

- Make sure your job performance is beyond reproach.

▼ Print Media Will Not be Replaced

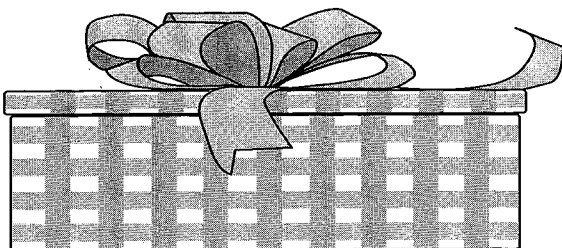
The replacement of print by electronic media, or the emergence of the so-called “paperless society,” is not going to happen any time soon, according to a survey of more than 1,000 U.S. consumers, reports *Publishing & Production Executive*. The survey shows that nearly 40 percent of the people surveyed disagreed with the idea that the printed word will be replaced by electronic media; only 21 percent expressed agreement. Only 10 percent of those surveyed strongly agreed that they looked forward to the day when computers could be used for all their information needs.

Instead of one form of media replacing the other, print and electronic products will continue to coexist for some time, say the respondents. Forty percent anticipate an increase in their use of print media in the future and 48 percent expect their usage to remain the same. Just 13 percent see a decline in print media usage.

Watch Your Office Giving

Some office giving helps spur sexual-harassment litigation, reports *The Wall Street Journal*. One company was sued for alleged harassment after giving a baby doll nightgown as a gift to a woman employee. The giving of such gifts as sex toys is increasing and can be cited as evidence of a hostile environment.

Another company was sued and lost after giving a scarf to a female employee on Valentine's Day.



The Truth About Group Decision-Making

For leaders to be effective in the group decision-making process, they must understand the limits of their power, according to research from Washington University in

St. Louis. "Our study shows that a group's social norms prevent a leader from fully imposing his or her agenda," says William P. Bottom, Ph.D., associate professor of organizational behavior in the John M. Olin School of Business. "And, in order to be effective, a leader must not only understand and consider group members' individual, short-term interests, but also the history of their relationships with each other and their commitments to others outside the group."

The study first tested coalitional rationality—the extent to which groups would act according mainly to rationality and self-interest, regardless of the agenda



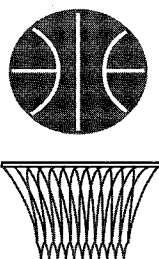
set. However, even when experiments built in means to help assure that individuals in groups had the ability to determine self-interest and equal

information on an issue, "acting rationally" could not fully explain groups' decisions.

Also tested was the concept of fairness—the extent to which fairness norms might influence individuals' decisions within a group. And, although findings showed that acting according to "fairness" could explain some decisions, they showed there was another social norm with more predictive value. It was contractual integrity, that is "keeping one's word."

▼ Still Hooping it Up

Baby boomers, who have changed so many things in American life, are now changing basketball. Instead of leaving the game in their 30s, as many previous generations did, male boomers are continuing to play. Suddenly, 35-44-year-old males have become the fastest-growing age group in basketball participation.



In 1987, the first year of a national participation study, 15.7 percent of all 35- to 44-year old men played basketball at least once. In 1995, the figure was 25.7 percent. Thus the number of male players in the age group more than doubled over the study period, from 2.5 million to almost 5.4 million. In 1995, they averaged 23 days of play.

Basketball ranks among the favorite exercise activities of those aged 35-44, according to research by American Sports Data, Inc. When women players are included, 6.6 million 35- to 44-year-olds played basketball in 1995.

▼ Interoffice Referral Not Seen as Taboo

The interoffice referral, once seen as a "negative reference" by executive search consultants, is now increasingly viewed by them as a major source of executive talent, according to Lynn K. Cherney, managing director with Cherney & Associates, an executive search firm, Chicago, IL.

"Just a few years ago, it was almost taboo to refer a good employee from within your own company. As a result, search consultants looked upon the interoffice

referral as unreliable. It was interpreted as the company wanting to get rid of a troublesome worker," Cherney explains.

"Today, however, the common perception is that companies no longer have the resources to help their employees progress professionally, so it's up to employees to help each other—often by steering a search consultant in their direction."

As employees continue to lose faith in their own companies as a source of future career advancement opportunities, executive search professionals are discovering the value of interoffice referrals.



Holiday Programming Ideas

See what your peers are doing for the holidays. Then decide what else you can do.

We asked NESRA members to send us descriptions of how they celebrate the holidays throughout the year. Holiday celebrations are a fun way to bring people from different departments together.

Here are the ideas we've collected presented in sequential order. Contact names and phone numbers are listed after each entry. Feel free to call them for details.

Valentine's Day

Raffles: On Valentine's Day employees at Armstrong Air Conditioning, Bellevue, OH, can purchase raffle tickets for a hot catered lunch, candy or cookies. *Kim Gould-Smith, Armstrong Air Conditioning (419) 483-4840.*

Ecolab Employees' Club, St. Paul, MN, raffles off dinner for two at a local restaurant with a limousine ride. Another lucky employee wins a "Sweetheart Gift Basket." *Debbie Conlin, Ecolab Employees' Club (612) 293-2234.*

St. Patrick's Day

Bowling event: Combine a bowling event and a fundraiser with a St. Patrick's Day theme.

"A Day Off With Pay!—That's what you can earn if you are the BNSF employee that raises the most money for the Junior Achievement Bowl-A-Thon." That's how Burlington Northern Santa Fe, Schaumburg, IL, promotes its event. In addition to having a good time bowling, there are lots of reasons for employees to participate in this event, which was moved from its usual fall date to its new date—the Saturday before St. Patrick's Day.

One of the first flyers announces the Bowl-A-Thon at its noon time and calls for team captains to identify themselves and their teams. To encourage employees to be team captains, flyers announce team captains are eligible for a special raffle. To ensure teams sign up on time, teams registered by an announced deadline are eligible for a drawing in which a team wins free registration for the whole team (a \$50 value). Just for bringing in a minimum of \$30 in pledges and bowling, bowlers receive a gift.

percent savings. *Mark Banuelos, Jet Propulsion Laboratory, Pasadena, CA, (818) 354-6838.*

Easter/Spring

Luncheon With A Surprise Guest:

Clark & Reid Co., Inc., Billerica, MA invite employees to a spring luncheon with a surprise guest. Employees enter a contest to guess who the guest will be. Flyers for this luncheon feature racing flags. The copy reads, "We are crossing the finish line into spring...winter is officially gone and the fun is just beginning. Come and join us hardy New Englanders to celebrate the arrival of spring."

The cold-cut buffet takes place on the first day of spring at 11:30 a.m. After the employees enjoy cake decorated with spring flowers to celebrate spring, the special guest arrives. When Planning Supervisor Peter Ruggles dressed as a rabbit wearing a black leather jacket, dark sunglasses and carrying a cigar appears, he calls himself the "terminator bunny" and everyone laughs. He distributes plastic eggs filled with candy or scratch tickets. Those 10 guests who receive a ticket, win prizes. Peter hops around posing

for pictures with co-workers.

Tina Yanuszewski says, "We received praise from everyone who joined the Spring Luncheon...After a long winter, humor was the best medicine for us."

Note: Conduct the contest about two weeks prior to the luncheon. Ask employees to drop off their guesses in a suggestion box or other designated area. Collect all the guesses the day of the luncheon. Place all the correct answers back into the box. Ask an employee at the luncheon to draw a winner. Award the winner with a donated prize. *Tina Yanuszewski, Clark & Reid Co., Inc., (508) 670-1100 x2161.*



Clark & Reid Co.'s planning supervisor Peter Ruggles as "terminator bunny."



Employees of Burlington Northern Santa Fe dressed for St. Patrick's Day as they bowl to raise money for charity.

Flyer after flyer urges employees to dress in green and to enjoy the St. Patrick's Day theme. At the bowling center, team captains judge participants and award those with the best-themed outfit, best team name (to go along with theme) and the team wearing the most green.

Bowlers receive performance prizes for high team series, high men's series, high women's series and lowest individual series. Participants munch on free pizza and soda. Marian Friend, supervisor-administrator, says, "Even with downsizing, we had a greater response from employees. Our staff has been cut almost in half with relocation to the Fort Worth/Dallas area. Still we had twice as many teams participate and raised almost twice the money. *Marian Friend, Burlington Northern Santa Fe Corp., (847) 995-2688.*

"Green" Sale: Hold a sale in your employee store to celebrate St. Patrick's Day. Employees can purchase any company logo item that is green or has a bit of green on it with a 20

Egg Hunts

■ Holmes Regional Medical Center, Melbourne, FL, invites employees to bring their children to lunch with the Easter Bunny on a Saturday afternoon. Children hunt for eggs, take photos with the furry friend, play games and eat hot dogs and cupcakes and sip on punch.

Activities committee members volunteer to cook the hot dogs, bake cupcakes, serve lunch, take photos and coordinate games. *Nancy Chaloult, Holmes Regional Medical Center, (407) 727-7000 x7315.*

■ Debbie Conlin of Ecolab Employee's Club, St. Paul, MN adds a traveling petting zoo to her children's Spring Egg Hunt. This way children can pet bunnies, chicks and other animals at this hunt for plastic eggs with goodies inside them. Children can also go through a ball crawl and jump in a moonwalk. Little ones pose with the bunny character for photos and munch on fresh popped popcorn, cookies and juice. Lucky children also leave with door prizes. *Debbie Conlin, Ecolab Employee's Club, (612) 293-2234.*

Secretary's Day

MEANS Telcom, Plymouth, MN, changes "Secretary's Day" to "Manager Pay Back Day" when 13 managers serve 80 employees scrambled eggs, toast, sausage, juice and coffee for breakfast. *Sally Muraski, MEANS Telcom, (612) 230-4112*



Employees can carve pumpkins to resemble department managers, celebrities or politicians. Employees of University Community Hospital, Tampa, FL unleashed their creativity for this event.

Mother's Day

Essay Contest: Tala Howard Reynolds, CESRA, appeals to the children in her flyer, but the Mom's are the winners for this program. The flyer asks, "Wouldn't your child love to win a gift certificate to a toy store?"

It explains, "All your child has to do is enter our Mother's Day Writing Contest." Children are to print or type one page or less describing what their Mother means to them and why. Adults place the child's name and grade, as well as the employee's name and extension on the back of the page. The deadline for entries is the Wednesday before Mother's Day and the first place winner of a \$50 gift certificate and the second place winner of a \$25 certificate are announced on the Thursday before Mother's Day.

Reynolds groups the entries into three categories. 1.) first and second graders 2.) third and fourth graders 3.) fifth and sixth graders. Randomly chosen employees who did not enter the contest select the winners. *Tala Howard Reynolds, CESRA, Independent Life & Accident Insurance Co., Jacksonville, FL, (904) 358-5201.*

Mother's Day Bazaar: National Institutes of Health coordinates a combination craft fair and vendor show prior to Mother's Day. Jewelry is a popular item. *Randy Schools, CESRA, National Institutes of Health, Bethesda, MD, (301) 496-6061.*

Halloween

Pumpkin Carving Contest: Host a pumpkin carving contest with a twist. Each department at University Community Hospital, Tampa, FL, chooses a pumpkin from the 'pumpkin patch' and carves it to the likeness of their director/manager. Departments display their works of art in the cafeteria. Employees choose winners in various categories. Variations could be to have employees carve pumpkins to resemble movie stars, political figures or cartoon characters. *Shirley Tilghman, University Community Hospital, (813) 972-7200 x1024.*

Fall Festival: Union Carbide Corp., South Charleston, WV, combines a health fair with an outdoor party and car show to create its Fall Festival. Outdoors, employees marvel at antique cars, fire trucks, an ambulance and a HELP van; venture through the haunted house and trail; and enjoy a variety of music from symphony to country and western to rock and roll.

Children climb up on hay rides that take them around the facility and ring the bell on a miniature train. Little ones keep busy either painting pumpkins or having their faces painted. Characters share ghost stories and a clown and a headless horseman mingle among the crowd.

Inside, the health fair continues the fall theme as 30 exhibitors inform visitors of how to adapt a healthy lifestyle. Adults and children travel from booth to booth picking up goodies along the way. To demonstrate the value of exercise, employees participate in a fun run/walk the morning of the event.

Guests learn proper fire safety when they feel their way through a smoke house sponsored by the City Fire Department.

Educating employees about health and safety in a fun environment sends a positive message and creates great family memories. *Sharon Botkins, Union Carbide Corp., (304) 747-4507.*

Oktoberfest Luncheon: Arden Fastenings, St. Paul, MN, invites employees to an Oktoberfest luncheon. The cafeteria and part of the product room are decorated with brown paper tablecloths topped with centerpieces with candy corn strewn down the center and corn stalks line aisles. Pumpkins and balloons in fall shades complete the decor. Cooks grill brats and weiners on barbecues outside. Salads, sauerkraut and baked beans make up some of the food choices and desserts include brownies and cookies.

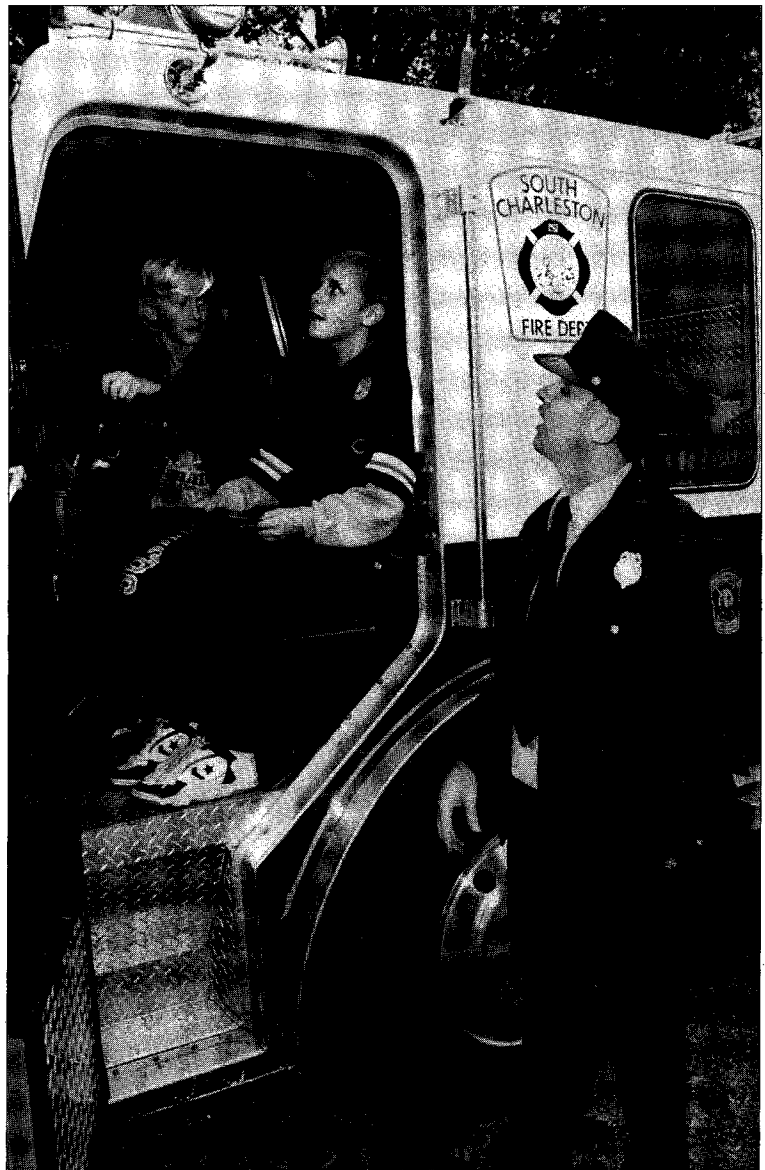
German Oktoberfest music fills the air as an accordian player strews out popular folk songs. *Joyce Canon, Arden Fastenings, (612) 483-6681.*



At Union Carbide Corp., a haunted trail complemented a haunted house at its Fall Festival.



Children painted pumpkins at Union Carbide's indoor health fair.



To incorporate the health fair in the fall festival, Union Carbide employees and children could tour fire trucks, an ambulance and a HELP van.

House of Haunts

by Ronda Chase

David Dale, CESRA, the recreation and fitness director/human resource manager at Ashland Inc. in Russell, KY provides a thriller that employees enjoy as volunteers and participants. Each year, around Halloween, the corporate offices become the House of Haunts at night. This event resembles a Haunted House and has been very successful based on its growth over its six years. The House of Haunts is dependent on employees as volunteers. Volunteer efforts started at 30 individuals and has now increased to over 100. Participation has grown from 300 participants six years ago to 1,500 participants last year.

Volunteers must have enthusiasm and energy to make the House of Haunts a success but there is a step-by-step plan that other companies can use as a guideline.

The planning for the following year begins the day after the House of Haunts has been completed in October. Then each volunteer attends a debriefing session analyzing their reactions to the overall event and then focusing on how to improve elements of the program. At this meeting the group chooses the Committee Chairperson from each of the six committees. These committees include: Monster; Physical; Tour Guide; Crowd Control; Refreshments and Publicity.

In November, each of the Central Chairpersons from the stated committees have a meeting to decide the theme of the program for the upcoming year. Also, at this time, the chairpersons designate a charity that will receive proceeds.

After the committee determines the theme, the Monster and Physical Committee gather in January to decide what sets and props will be needed. Starting at this time, through the month of May, the Monster Committee recruits employees and family members to act as monsters for the House of Haunts.

In May, the budget is set. Monthly committee meetings start and continue through August. At this point, the details for the House of Haunts are formed. However, in September, instead of meeting monthly, the committee members start to meet weekly to vigorously plan for the upcoming event.

Publicity starts October 1, and the program is highly profiled until the day it occurs. Employees at Ashland Inc. are notified of the program through many different means such as flyers, lobby placards, electronic databases, video kiosks and the corporate intercom.

The success of the House of Haunts is due to the volunteer efforts and devotion of all of the employees, the support from all levels of management, the value placed upon the importance of family participation, and the positive community exposure that is generated because of Ashland Inc.'s contributions to charity.

Ronda Chase was NESRA's spring intern. She is now assistant producer with The Meetinghouse Companies in Elmhurst, IL.

Thanksgiving

The Delaware River and Bay Authority, New Castle, DE, holds a Thanksgiving Dinner on the holiday for those who are less fortunate. An Employee Volunteer Committee works throughout the year to raise funds for this special service. They charge \$1 at the "Dunk Your Boss" dunk tank at the employee picnic, they hold 50/50 raffles and bake sales to generate money for a turkey dinner and all the fixings. Employees design flyers that announce the dinner and identify bus pick-up spots throughout the area.

Guests see the flyers in local churches and service agencies. They go to the bus pick-up spots and ride the buses to the authority's maintenance garage that is decorated with corn stalks, pumpkins, hay stacks and poinsettias. Employee volunteers greet guests and serve them dinner. After dinner, Santa gives children backpacks stuffed with goodies like T-shirts, hat and gloves, toothbrushes, toys and candy.

The committee works with suppliers and agencies to get the buses, decorations and some food donated. The authority pays for what is not covered by donations and fundraisers. The committee also works with local agencies to get a list of shut-ins and the committee delivers meals to them. *Jill Wolfe, Delaware River and Bay Authority, (302) 571-6319.*

End of the Year Holidays

Elegant luncheon: At holiday time, a lunch date is set aside for employees of General Mills, Inc., Golden Valley, MN, to receive a special treat. The cafeteria is transformed into an elegant setting with linen tablecloths, floral centerpieces and beautiful decorations. Employees dine on a gourmet lunch with a special menu. They enter drawings, mingle with co-workers and enjoy the special sites and sounds of the celebration. Over the years they've listened to a harpist, bell choirs, their employee chorus, carolers and children performers from various ethnic organizations.

Each year, Ralph Ferrara, CESRA, presents management two options of how they can celebrate the holidays with employees. One option is to present employees with a choice of a turkey, a ham or a fruit basket. (Ferrara recommends offering three options to employees to appeal to all diets and ethnic and religious customs.) The next option is to put on the holiday luncheon. So far, management has chosen the luncheon. *Ralph Ferrara, CESRA, General Mills, Inc., (612) 540-7370.*





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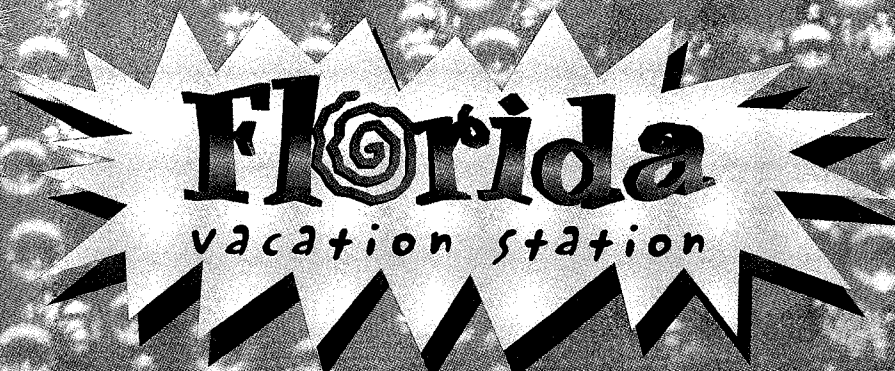
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21st Century Workplace Trends[©]

By Challenger, Gray & Christmas, Inc.

What direction are we going?

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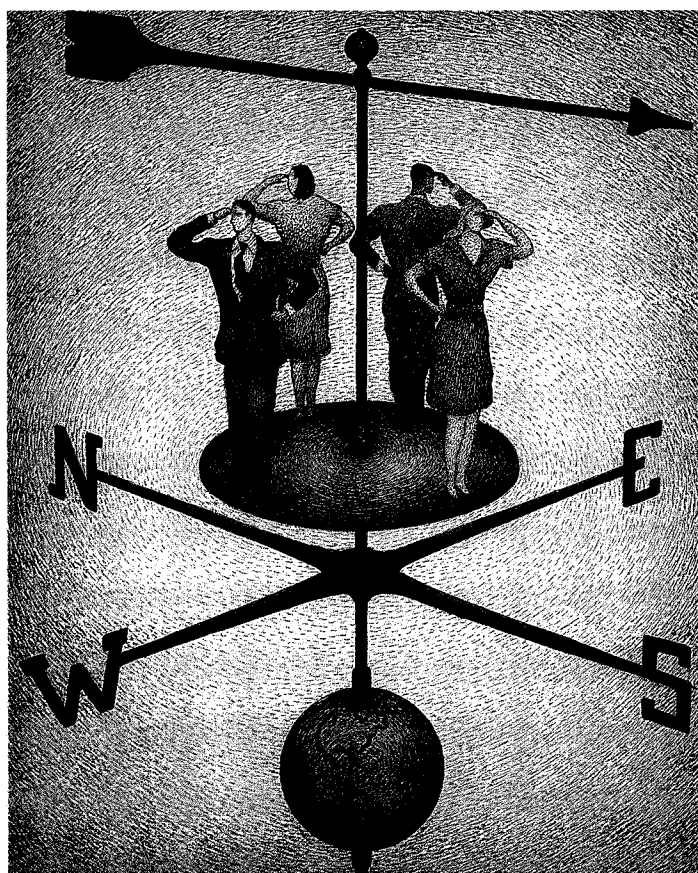


Illustration by David Ridley

Clues to the 21st Century workplace are beginning to appear. Almost one fifth of employees, many of whom used to be called away from their jobs for childcare reasons, are now leaving because of eldercare responsibilities reports the Families and Work Institute.

Within the last decade, the number of factory workers with some education past high school increased from 17 percent to 25 percent according to the Bureau of Labor Statistics.

The number of men in the workforce has been falling, dropping from 86 percent of the working-age male population in 1950 to 75 percent in 1995. The Bureau of Labor Statistics reported during the same period, the number of working-age women either working or looking for jobs has risen from 33 percent to 60 percent.

The first of 76 million Baby Boomers will turn 55 in 2001. Buyouts and other early retirement programs will enable some of them to begin retiring. They are the healthiest and most educated generation in history.

Eldercare: Company Benefit and Business Opportunity

According to the Bureau of the Census, by the year 2020, the ratio of over-65 individuals to the working-age adult population (18-64) will be 27.7 per 100, a 32.6 percent increase from 1996.

In order to be competitive in attracting and keeping talented employees, some companies may offer on-site nonmedical eldercare facilities. Employees may bring their parents to these company-run facilities, just as children are brought to company-operated daycare centers. The cost of the centers to companies will be offset by increased employee productivity and a lowering in absenteeism rates.

Teenagers may assist the elderly who stay at home. Entrepreneurial nanny services will evolve into "granny" services, operated by and employing young people to perform duties for the elderly such as running errands and assisting with household chores.

Boom in Birthrate Equals Boom in Opportunities

A new baby boom will occur. It will increasingly highlight the need for employer-subsidized childcare, forcing many employers to offer this benefit to compete for skilled workers.

As Generation Xers settle down and start their families, the annual birthrate from 2000 to 2012 could reach 4.3 million, equaling the number of births in 1957, the highest birthrate year of the 20th Century Baby Boom, reports the Bureau of the Census.

Entrepreneurs will spring up to offer services to the new parents including childcare placement, private pre-schools and organic baby food. Some of these entrepreneurs will be retirees who will use their business acumen as well as their experience as parents and grandparents to develop products and services geared to young families.

Downsizing To Breed Teen Entrepreneurship

Many of today's adolescents and Generation Xers who have seen their parents downsized will harbor a distrust for the employer-employee contract and will rebel against the rigid rules of the conventional workplace. A revolutionary entrepreneurial movement could develop as an increasing

number set up shop for themselves. The huge population of more than 70 million Baby Boomers, the first of whom will officially cross the threshold to senior citizenship and turn 55 in the year 2001 (Bureau of the Census) will be among the new entrepreneurs' best customers and clients. They will purchase goods and services relating to such areas as home health care, home shopping, travel and recreation and real estate in larger amounts than exist in the present marketplace.

Thoroughly comfortable with high technology and able to perform many job-related tasks, the upcoming generation of self-employed will redefine the concept of "office" and become an ultra-mobile workforce that will live by a palm-top unit that is mailbox, fax, cellular phone and notebook. They will work on the road, taking their special niche of expertise directly to the customer or client.

Single-Sex Jobs Ending

Jobs will no longer be separated into "men's work" and "women's work." As manufacturing is more computerized, jobs typically performed by men will decline in number. Meanwhile more men will pursue careers in growing sectors such as health care and business services, now dominated by women, reports the Bureau of Labor Statistics.

Women will also compete on a more equal basis for the remaining jobs in manufacturing that require computer knowledge rather than sheer physical strength. The number of women in the workplace will continue to grow and may equal the number of men by mid-century.



In order to be competitive in attracting and keeping talented employees, some companies may offer on-site nonmedical eldercare facilities.

Business/School Partnerships To Battle Illiteracy

Business/school partnerships will become the norm in order to counter illiteracy and the lack of basic job skills. Companies may hire

retired employees to conduct remedial reading and math programs. Companies will also emphasize customer service in their training. The investment in the programs will pay for itself many times over by increasing competitiveness.

Higher Education Key To Factory Jobs

In the 21st Century, the majority of employees hired by manufacturers will be men and women college graduates, or will have job-specific, post-high school training. Many manufacturing jobs that depended upon a strong back will be replaced by jobs conducted from a computerized workstation. Employees must possess the skills to program and operate high-tech tools such as robots. Wages for more educated employees will increase accordingly, causing some inflationary pressure.

The traditional blue collar worker with only a high school diploma will sometimes be squeezed out. The majority of less educated former factory workers will take lower paying jobs in the service sector.

New Workplace Problem: Isolation

Employees will be increasingly isolated. Digitally mediated communication, such as e-mail and voice mail, increasingly replace face-to-face exchanges. The resulting decline in social skills may hinder team problem solving and threaten productivity. Companies will

Stronger Push For Rights For The Disabled

As the workplace ages, more employees at all levels will have physical disabilities and more lawsuits charging discrimination will result. Company-sponsored seminars aimed at informing and educating employees about disabilities will be mandatory in an attempt at consciousness-raising.

The push towards equal rights for disabled workers will be similar to the 20th Century movements by African-Americans, feminists and gays.

Solving A Human Supply, Demand Crisis

The number of jobs in poor inner city neighborhoods will continue to decline while a shortage of entry-level workers will plague companies located in edge cities (rapidly growing commercial areas removed from the downtown core, where many of the businesses are small entrepreneurial ventures). These dual problems will be solved through a partnership between edge-city companies and inner-city social service agencies. Motivated job seekers will be acquainted with the logistics of traveling back and forth to work and will be trained for entry-level jobs by a corp of volunteers, many of whom will be retirees. Government grants will cover most of the cost of this program. Initially, the turnover rate for these jobs will be high. However, as the program is refined, it will increasingly offer success and opportunity to the participants.

Corporate Hotels: Check-In And Go To Work

Due to the vast amount of information available through computer networks, the permanent office will become increasingly obsolete. Instead, we could see the rise of corporate hotels. Employees or part-time workers would occupy generically furnished office spaces for a day or years. They would simply plug in their computers and begin working. It would be possible for a corporate hotel to rent space to individuals from several different companies at one time.

Advantages to this arrangement are many.

- Corporate headquarters could be much smaller, saving on overhead.
- Businesses could easily set up short-term offices in other cities to test the market for their products or services.

▼

Companies will address this problem through methods such as on-site counseling and the development of special programs designed to bring employees together in social settings where they can meet and get to know one another.

address this problem through methods such as on-site counseling and the development of special programs designed to bring employees together in social settings where they can meet and get to know one another. A new job category may well result: Director of Socialization, the exact title being indeterminable now.

- Companies that frequently do business with one another could rent adjoining space.
- Employees who change jobs would not have to change hotels.
- Just like traditional hotels, the corporate hotel would offer shuttle bus service to airports, room service, maid service and access to health club facilities through a concierge.


Wanted: Older Managers With Previous Long-Term Tenure

In order to heal the wounds left by job cuts and reorganizations, companies will seek older managerial job candidates with previous long-term tenure with one employer. They may be called upon to develop policies to help boost employee morale and commitment to the firm and thus enhance profits.

Companies are also more likely to choose older job candidates with higher skill levels to avoid the necessity of costly internal training programs. Some companies will rehire former long-term employees to retain the corporate memory residing with those individuals.

Next: Retiree Entrepreneurs

A huge wave of retiree entrepreneurs will set up their own businesses. They will provide a wide range of services, often related to the jobs they were doing for former employers. They may hire other retirees to work for them, establishing "Gray Businesses" made up mainly of older individuals. They will be highly competitive, thanks to their years of experience and extensive business contacts.

In Gray Businesses the issue of age discrimination will be reversed. Some younger employees, now in the minority, could charge older co-workers and supervisors with unfairness and denial of equal opportunities. 

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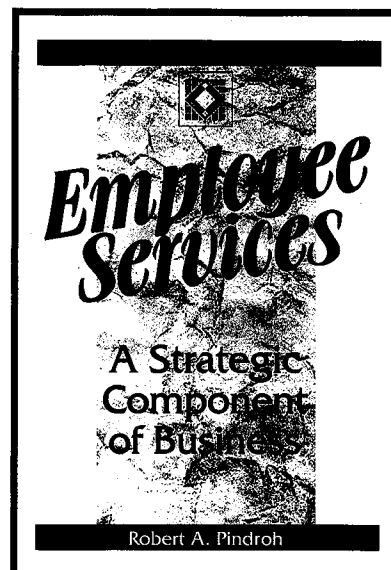
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Designing a Corporate Headquarters:

A Method to Hear from the People

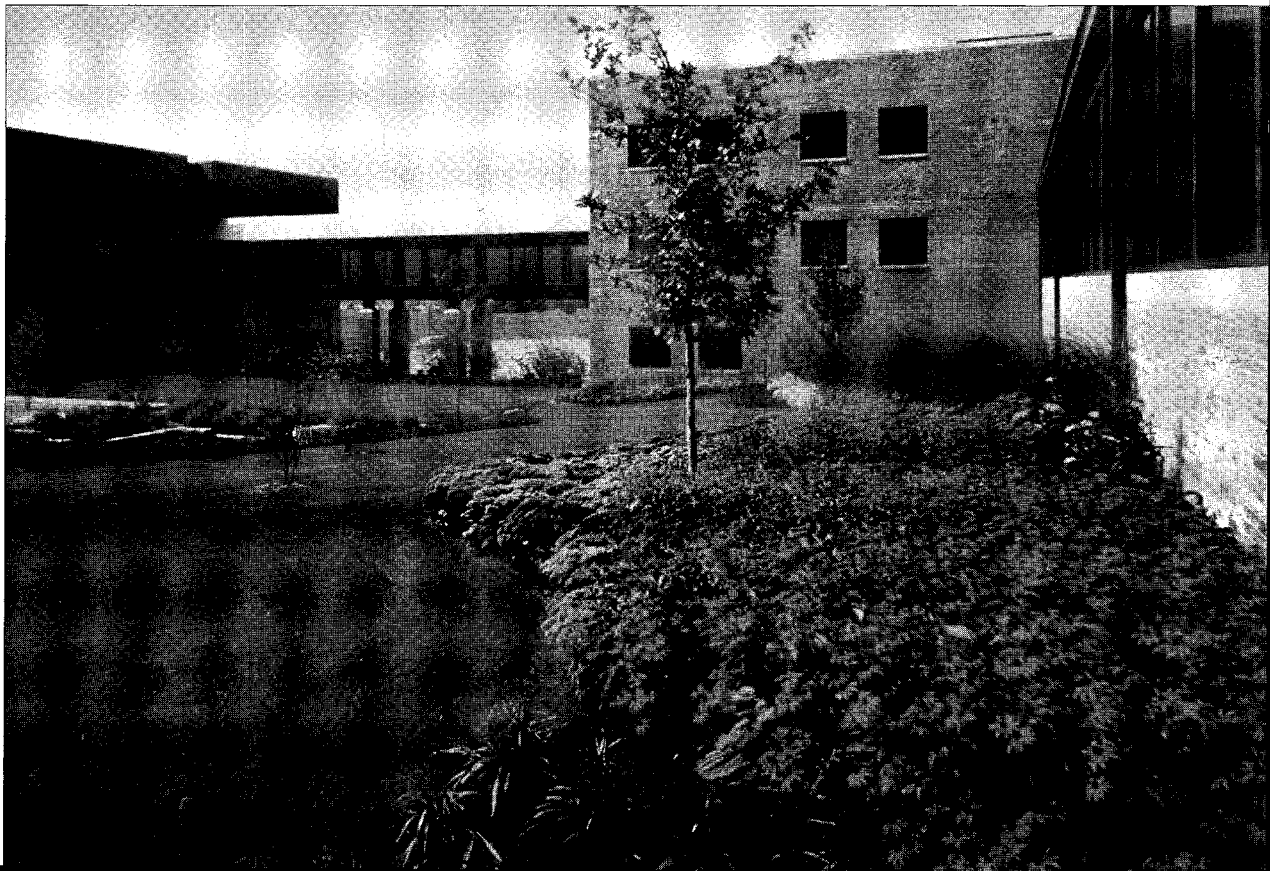
by Nancy M. Johnson, Ph.D., William Bula, and Anthony Messner

Architects and clients share the same goal: they both want a new building to be successful. Today our definition of “a successful building” is broad because we expect so much from workplaces. Buildings must create an environment for organizational prosperity. At the same time, workplace buildings serve as workers’ homes away from homes. As architects and clients come together to work on their common goal, there are always challenges in understanding

each other. The process described here was designed to provide a common language of exactly what a successful building would be.

This is the story of one corporation, American Family Insurance of Madison, WI, and its approach to designing a new corporate headquarters. In this case, the method was to hear from the people who would actually use the building. The purpose of this article is to describe what happened and how it turned out. First, there is an introduction to the Workplace Committee and what they did. Second, there is

View One shows an exterior view of “bridging” a “pried apart” building to keep the facility at a human scale. It also shows the balance of the building with its surroundings and gives a hint of rolling hills, water in the background, and the promise of trees.



a description of how the architects used the information from the Workplace Committee. Finally, there is a review of how it all turned out.

1988: The Work of the Workplace Committee

In 1986, it became clear that something had to give. American Family Insurance was bursting at the seams and there was no land available for expansion at its corporate site. There was no other option but to move. In short order, a building site—with plenty of elbow room—awaited a new corporate headquarters. The company could have designed the new headquarters the old fashioned way, the CEO and architect could have made all the decisions, but that's not what American Family did. Instead, employees had a voice in how the building was designed and used.

Early in 1988, a Workplace Committee was formed to advise the corporate building committee and the design team about issues affecting the organization and the new corporate facility. This group was not creating policy, but was providing a reality check for those who were designing the building. Using a structured process, the architects came to understand employees' feelings about the workplace. Basically, committee members were asked "what do you think?" as they reacted to what one architect called an "architectural Rorschach test." The committee was made up of 42 employees representing a variety of perspectives. Each of the functions in the company had employees on the committee; approximately two-thirds were managers and one-third were nonmanagers. The initial work of the committee took place over a five-month period from February through June, 1988.

During this time, the Workplace Committee did three important tasks. First, they identified issues affecting the workplace and offered their perspective on implications for the organization. Second, they provided the architects with information about the corporate culture. Finally, they connected their knowledge of corporate culture with a building design that would fit that culture.

1. Issues affecting the workplace

No one can know for sure what the future holds for American Family and the workplace; however, it is possible to identify some of the forces at work today in order to make good decisions for tomorrow. Consequently, the first item of business for the Workplace Committee was to identify the top trends concerning the workforce, technology and the workplace. In each case, the idea was to examine the current situation and make a collective judgement about the way the top trends would develop over time.

Using trend analysis summaries prepared by American Family's Corporate Research division, group members were asked to envision the workplace 20 years from now. Then, for each of the top trends that they identified, members determined whether the trend's importance would increase, decrease or remain the same. Individually, they completed a ranking for each and then collaborated to form group responses on a 10-point probability scale. Next, group members, individually and collectively, rated the potential impact of each trend using a 10-point impact scale. The top three workforce issues were: worker shortages, daycare and an aging population. Table 1 below shows the rank order of trends. The trend shown first was ranked as most important, the second trend was ranked as next important, and so on.

Table 1

Top Workforce Issues
• Worker shortages
• Daycare
• An aging population
• Family stress
• Father involvement in the family
• Early retirement
• Wellness
• Fitness
• Working parents
• Single parents
• Women in the workplace
• Volunteer activities

Table 2 shows the top technology issues shown in rank-order with the most important trend shown first.

Table 3 illustrates how the top workplace issues became ranked.

Table 2

Technology Issues Ranked In Order of Importance
<ul style="list-style-type: none"> • Technology advancements • End-user computing • Increasing number of computers • Networks • Artificial intelligence • Digital imaging • Security • Computer-based training • Teleconferencing • Video display terminal safety

Table 3

Workplace Issues Ranked in Order of Importance
<ul style="list-style-type: none"> • Flexible space • Technical education • Privacy for work • Building accessibility • Job stress • Continuing education • Remedial education • Building safety • Entrepreneurial environment • Personal growth • Team efforts • Work at home • Pollution • Privacy of information

2. Identifying corporate culture

After the committee finished reviewing trends in the workforce, technology, and the workplace, they turned their attention inward. They tackled identification of corporate culture. The 42-member committee divided into

six small work groups of seven people. First, each of the six groups brainstormed words and phrases that they thought represented the corporate culture of American Family Insurance. Next, each small group selected the top 10 choices. Finally, all six groups compared notes on each other's 10 choices. The final top 10 list contained corporate culture words and phrases chosen by at least three of the six small groups. The rank order of the top 10 culture words are shown in Table 4.

Table 4

Corporate Culture Words and Phrases
<ul style="list-style-type: none"> • Friendly • Strong • Successful • Dependable • Growing • Conservative • Financial Strength and Stability • Employee-Oriented • Honest • Reputable

3. Linking Corporate Culture to Building Design

Having identified the culture, a facilitator asked the group "what are the characteristics of a building that would fit this corporate culture?" The task was to translate the corporate image words and phrases into building images for the new corporate headquarters. Again, in six small work groups of seven people each, the group brainstormed a list of building image words and phrases that fit the corporate culture. From an initial list of over 100 words, the small groups were asked to select and prioritize the top building words and phrases. Then the six groups pooled their responses to come up with a final list of 17 words and phrases to describe a building that would fit the corporate culture. Table 5 gives the ranking of building words and phrases.

Table 5

Building Words and Phrases
<ul style="list-style-type: none"> • Environmentally pleasing • Efficient • Prominent • Friendly • Pleasant view from highway • Secure • Unique in Madison but fits with surroundings • Well-developed landscape • Easily accessible • Natural lighting • Openness • Organized yet flexible • Quiet • Professional atmosphere • Unpretentious • Visually pleasing • Windows—open look and feeling

The final step in linking corporate culture and building design was to use pictures to define the building terms. Terms like "openness" and "quiet" are easy



View Two provides a panoramic picture that also shows the balance of the building with its surroundings, rolling hills, mature woods in the background and the water feature. But there's no getting around it: it's a big building and by virtue of its size alone, is "prominent."

concepts to understand, but what does "openness" and "quiet" look like in a building? Using the architects' own slide collection of building interiors and building exteriors and landscapes, the committee rated 58 pictures on eight building image words and phrases. Table 6 lists the words and phrases used for the rating.

Individually committee members used a grid-like checksheet to check all the terms that applied to each of the 58 pictures. The slides that received the top rankings helped the architects

Table 6

Words and Phrases in the Rating Scale

- Unpretentious
- Environmentally pleasing
- Visually pleasing
- Efficient
- Prominent
- Professional

get a visual definition of what the group meant by such terms as "environmentally pleasing" and "prominent."

By June 1988, the Workplace Committee had reviewed trends that they believed would influence the workplace of the future, had described American Family's corporate culture, and had defined, in words and in pictures, the kind of building that would fit such a corporate culture. Now it was up to the architects to incorporate that information into their planning.



In contrast to the "prominence" of the building as a whole, the interior workstation shows a human scale. The workstation common for all nonmanagerial employees provides for efficiency, privacy, and connection with others all at the same time. The view here is the work space for two people. Throughout the building, there are similar clusters in "neighborhoods" of eight.

1988-1992: How the Information Was Used

After that initial effort, the Workplace Committee met periodically with building planners throughout the process. The following provides a summary of how the architects used the information.

1. Translation of aesthetics

The development of the master plan provided the first exposure to the aesthetics of the project. The plan conveyed the group's desire for modesty and understatement in the building image. In fact, the design of the building was meant not so much to reflect the influence of one person or an executive committee as it was to translate the voice of the organization at all levels. Perhaps the reason that there was such an emphasis on the organization rather than an individual was that there was a transition in CEOs. The project began under the leadership of one CEO and another continued the project after the first had retired.

In both the building and surroundings, Workplace Committee members were not impressed with detail, but preferred simplicity, modesty and function. Insurance is a serious business and the building needed to convey strength and stability, but not be a monument.

2. Transition from small to big

Though the organization grew to be a big company, there was a reluctance to have a building that said "we're a big company." The group didn't want to create a huge complex. To stay away from bigness, the goal was to retain a small scale within a big building. That meant prying apart pieces and keeping work areas at a human scale. In practice, that meant clustering workstations in neighborhoods of eight. Workspace dividers did double-duty and also served as "tables" for impromptu meetings. It also meant developing bridges and crossroads as connecting points since gatherings became more scheduled than informal.

3. Balancing the building with surroundings

Employees felt a strong desire for natural settings. The building site, essentially farmland, also featured rolling hills and trees. The Committee provided the qualitative data for

planning that was quantified in the master plan. They liked water, green spaces, and wooded areas. They wanted to capitalize on the natural surroundings keeping water, woods, green space and natural pathways and keep the building at a manageable scale.

4. Interiors and corporate culture

The organization wanted to retain a friendly culture and convey an egalitarian approach: all departments and all individuals were important. That egalitarian characteristic was demonstrated in offices and workstations. Managers, at all levels, would have private offices of the same size and quality. Similarly, non-managers, at all levels, would have identical workstations. The private offices were located on the building perimeter, but so were conference rooms. During meetings, everyone would have access to natural light and views.

Light and natural views were important to the Workplace Committee and building planners translated those desires into the designs of both public and private places. The lobby and cafeteria used glass to bring the outside in. Conference rooms and private offices were also located to access the natural setting. Windows served as picture frames for the various views: meadows, a pond, rolling hills, trees, a city in the distance.

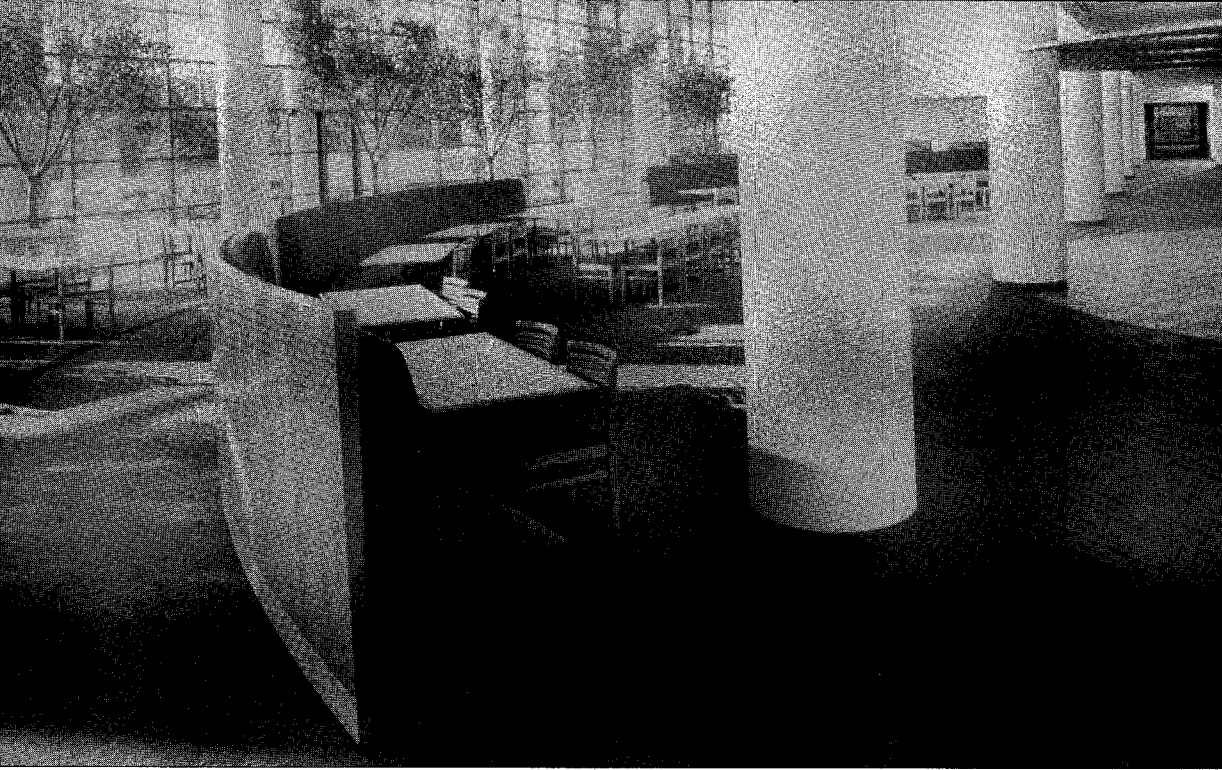
5. Natural materials

The Committee desired naturalness. The building could have been done in glass or stone, but brick was selected as a more natural, warm building material. Brick, indigenous to the area, not glazed brick, would allow consistency throughout the building and convey an egalitarian attitude. In this case, bricks were made by mold and all laid by hand.

Just as the brick conveyed warmth and naturalness outside, light wood used in the interiors conveyed the same message inside. Both of these building materials helped to create a human scale for a big building.

In sum, the corporation wanted to retain its past: responsibility, informality, modesty and friendliness. The new building, while big, could still have a human scale and balance with natural surroundings. When the move was complete and employees were settled, it was time to see how it all turned out.

Nancy Johnson is vice president for corporate research at American Family Insurance, Madison, Wisconsin. Nancy and her staff designed the Workplace Committee process for the building project. William Bula is an architect with Flad and Associates, an architectural firm in Madison, Wisconsin. Bill served as the lead consulting architect on the project. Anthony Messner is a corporate architect with American Family Insurance, Madison, Wisconsin. Tony served as the lead corporate architect for the headquarters project.



Finally, there is an interior view of a public place: the cafeteria. The wall of glass brings the outside in so that employees can easily see the woods, water and rolling hills, components of the natural setting so important to this company's culture. Light, natural wood used in the furnishings was selected for warmth and informality. And the tables and booths are in small clusters within a large space so that there is still a human scale to a large public space.

How it Turned Out: The Reunion of 1995

In the fall of 1995, seven and a half years after their initial work, the same Workplace Committee came together for a reunion. Of the 42 original members of the group, all 42 were either still with the company or had retired. Twenty-three people attended the reunion.

They participated in a familiar task: they looked at slides and rated each one using the words-and-phrases rating scale that they had used before. The slide set included the original 58 pictures of interiors, exteriors and landscapes from 1988 as well as 16 views of American Family's new headquarters. The old set of slides was used as a way to see if people had changed their minds about what they meant by "unpretentious," "open," "professional" and all the rest. The group was consistent in their views: they still liked natural, open, uncluttered spaces and still were put off by frilly details, artificiality and avant-

garde style. They had good memories too. One committee member, in commenting on a familiar slide, noted "didn't like before; still don't."

But "liking" the slides wasn't quite the point. The real issue was rating the building against the criteria. The essential question was not "do you like the building," but instead "how does this building fit the culture of American Family?" Using the criteria that the Workplace Committee had developed, they rated the views of the new facility. Table 7 provides a composite of the ratings; the top response is shown first, the second response second, and so on.

Conclusion

Modern management practices emphasize broad involvement of employees in every aspect of business. At American Family Insurance, that emphasis on involvement extended to including employees in designing a new corporate headquarters. In this case, a Workplace Committee reviewed business trends, identified corporate culture and described, in words and pictures, a building suitable for that corporate culture. A review of the committee's work after seven and a half years shows that it all turned out pretty well.

Table 7

Words and Phrases in the Rating Scale

- Visually pleasing
- Professional
- Openness
- Prominent
- Secure
- Efficient
- Environmentally pleasing
- Unpretentious

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- Please make your reservation at least 24 hours before arrival. Travel Agents: Please include /SI-C-FJ3B in the car sell. Valid only on Association Rate Codes.
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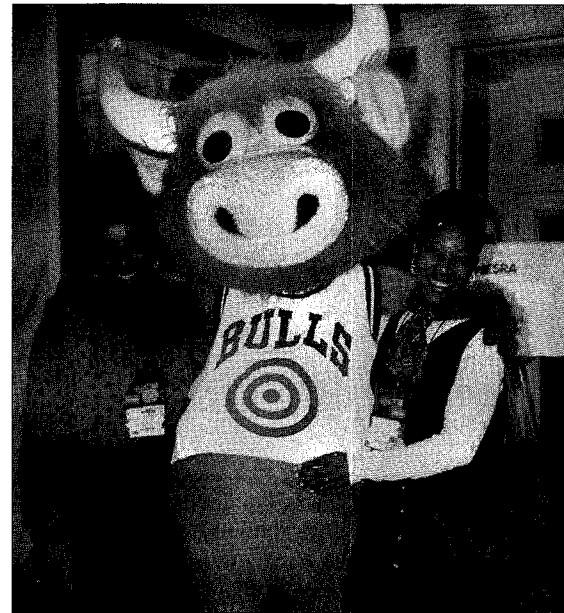
©1997, Alamo Rent-A-Car, Inc.

Alamo features fine General Motors cars like the Pontiac Grand Am.

"Wow, What A



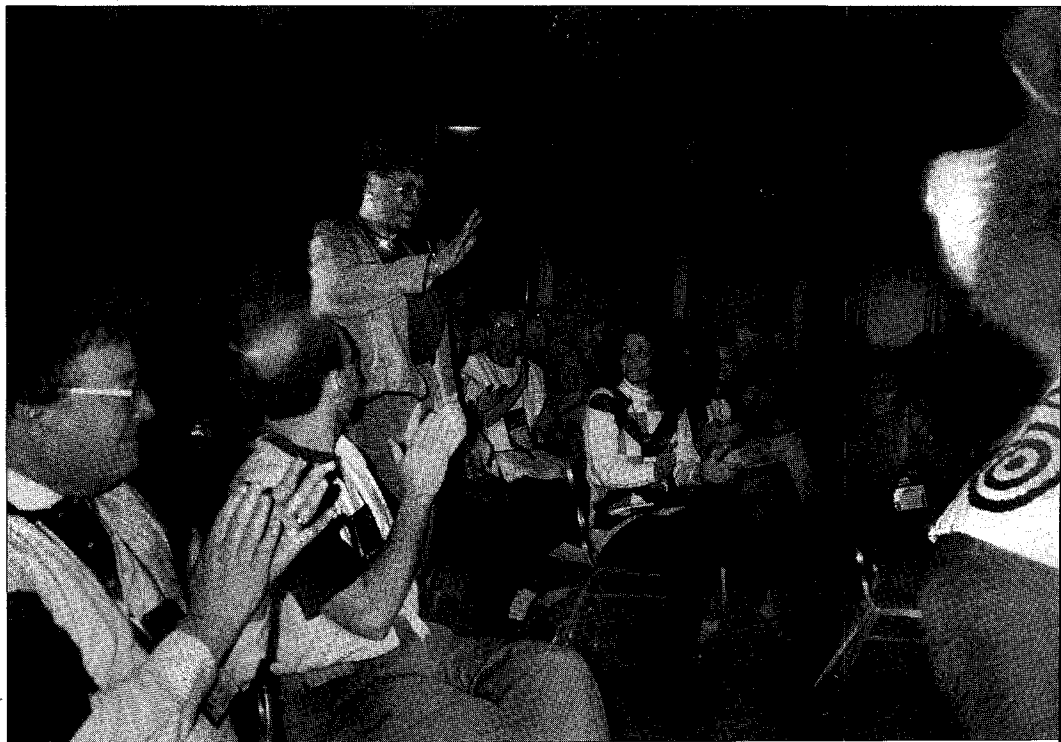
Brenda Robbins, CESRA, NESRA vice president, public relations and the Palmer House Hilton manager greet Pete and Penny Penguin from Sea World of Florida as they checked into the elegant hotel for NESRA's Conference. Pete and Penny visited with NESRA members in the Anheuser Busch booth.



Benny the Bull welcomed attendees assembling for the conference's grand opening that was full of surprises.



Basketball great Bob Love tells how he learned, "If it is to be, it is up to me."



Immediate Past President Gloria Roque, RVESRA, enters the opening session in Chicago Bull's style.

Learning Experience''



Exhibitors demonstrated the features of their products/services.



Barb Spurlock is ready to begin her conference experience as she places a commemorative sticker on a fellow attendee's badge. Read Spurlock's highlights of the conference in this article.

“Each day was filled to the gill with meetings, speakers, networking and exhibits! Not much time to spare when you squeeze a conference like this into just a few short days (did I say short days!). Our days ran from 7:30 a.m. to sometimes 6:30 p.m. or later. We learned a lot, heard a lot and tried to network a lot!

This is how Barb Spurlock, employee recreational activities supervisor, York Health System, York, PA, started her conference highlights she shared with her chapter members and with NESRA Headquarters. She goes on:

“Excellent speakers—Wayne Messmer (America’s foremost singer of the National Anthem) opened our first day by singing for us at the Opening Session and then followed that by a very personal traumatic story of being

shot in the neck, which almost changed his singing career forever. What an eye opener! How lucky we are to be healthy! Another courageous and dynamic speaker was Bob Love with the Chicago Bulls—a stutterer but a fighter! He has stuttered all his life but now is a public speaker and tells everyone that dreams can come true.

Other seminars and meetings covered downsizing, rightsizing, chapter liability, chapter leader forums, focus with power, communication renovation, membership ideas, the challenge of change and much, much more.

The Exhibit Hall was terrific—it’s great to finally meet vendors in person that you deal with constantly by phone and by fax! So much information at our fingertips through these associate members that you really



The Meetinghouse Companies, Inc. sponsored a Chicago Then and Now Theme Party on Saturday. Friends enjoy ice cream sodas in the 50s themed area.



At the Chicago Then and Now Theme Party, attendees hoola-hooped, twisted, limboed and discoed the night away. Earlier, they sampled food at stations representing various Chicago neighborhoods and their famed fare.



This group geared up for "tool time" in Jim Battersby's workshop, Employee Services Skill Sharpeners. After they broke into small groups and shared success stories, they gathered for this photo.



Hands-on exhibits make it easy to learn about new products and programs in NESRA's Exhibit Hall. This year's hall had over 150 booths and about one third were new exhibitors.

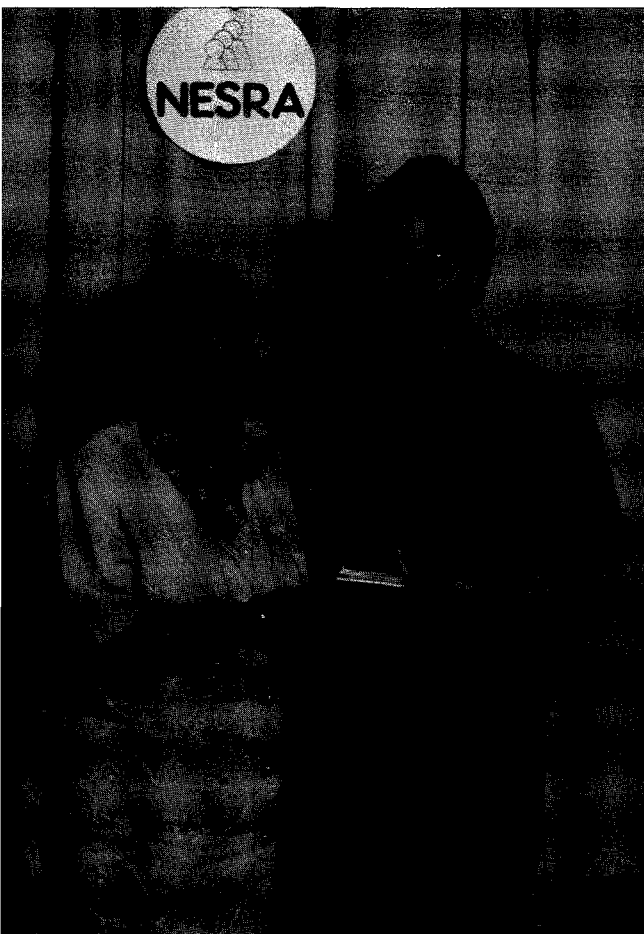
don't realize until you have the opportunity to attend something like this—it's a real eye-opener!

I could go on and on but if you would like a recommendation to your boss next year just let me know—it is worth every penny spent!"

Barb Spurlock

The windy city of Chicago was the perfect location for such a motivating conference. Within the halls of the ornate Palmer House Hilton from April 2-6, 1997 attendees shared success stories, collected ideas and looked over new products/services.


Mary Lou Panzano, RVESRA of Prudential, says, "Besides offering great information, there's so much camaraderie between attendees at the NESRA conferences that it makes learning more exciting and fun. I've found the general sessions, and especially the opening session, to be very interactive, engaging and memorable. General session speakers are known for their powerful stage presences."



Past President Bob Crunstedt, CESRA, was surprised to be named NESRA's 1997 Distinguished Service Award Recipient. NESRA President Beverly Weiss, CESRA, presents the award.

In the session, "Maximize the Value of NESRA and the Power of Networking," Keith Martino showed novices how to actively get what they want from their experience at the conference. Brandy Barton-Smith, employee services coordinator, ManorCare Health Services, Gaithersburg, MD, says, "I thought the group interaction built into this opening session was very valuable in kicking off our networking opportunities."

Attendees applauded award winners as they stepped into the spotlight to receive their plaques and trophies. Distinguished Service Award Winner Bob Crunstedt, CESRA, and those receiving NESRA Eastwood, Program of Excellence and Communication Awards served as role models. Chapter leaders accepting the Leonard R. Brice Merit Award and the Chapter Merit Awards showcased excellent programming skills.

NESRA's conference refreshed those who serve others with education and recognition. 



NESRA's 1997 Conference Committee: Bottom Center: Chair Ann Sobanski; (second tier) left: Mary Koester, right: Ronda Chase; Top row from left to right: Ken Cammarata, Jeff Hayes, Ed Sroczynski, Sheila Goodeve. Not shown: Paula Brown, Joanne Mueller and Bob Marovitz.

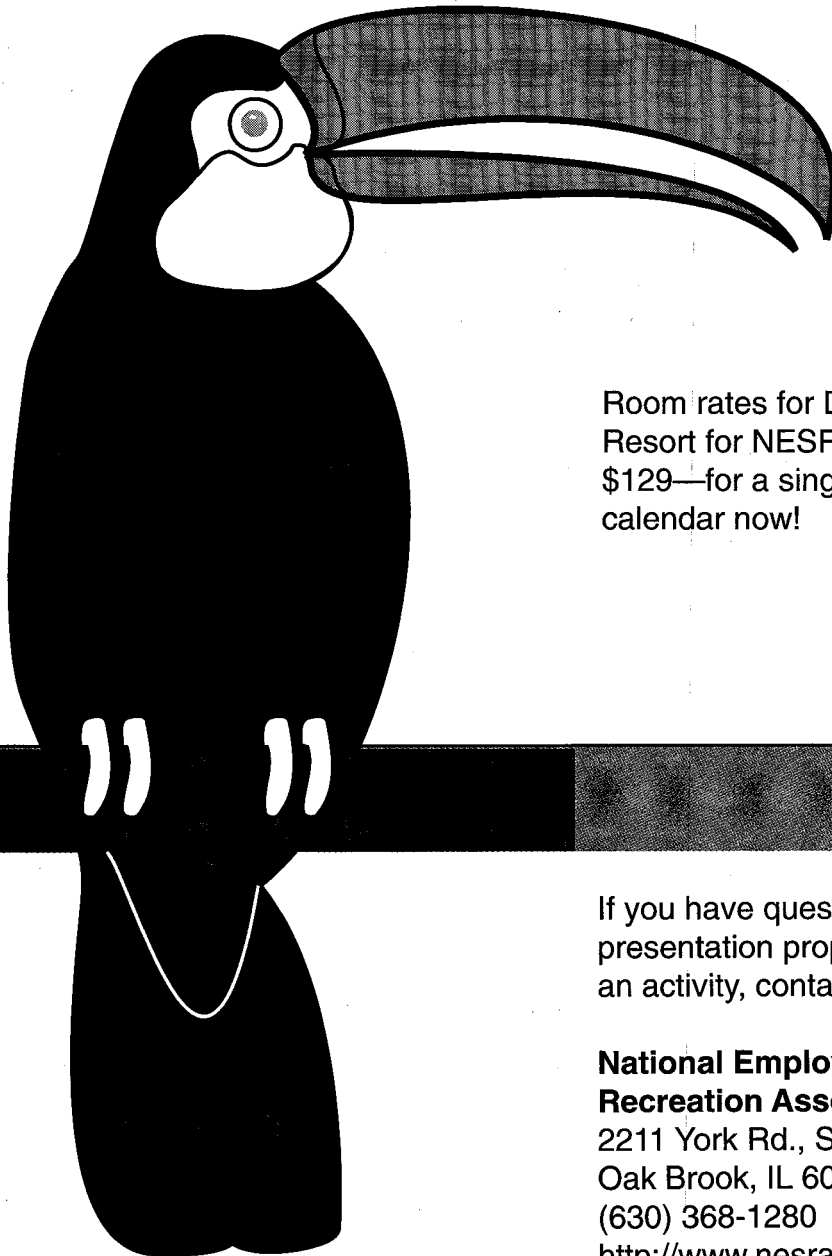


Tina Billmire accepts the plaque from Foundation Chair Ralph Ferrara, CESRA, in recognition of Get Away Today, Inc.'s substantial contribution to The NESRA Education and Research Foundation.



For his 20 years service as NESRA's Executive Director, Patrick Stinson (left) is congratulated by NESRA President Beverly Weiss, CESRA and President-Elect Phil Hall, CESRA.

Plan on Joining Us Next Year at
NESRA's 57th Annual Conference & Exhibit
April 29 - May 3, 1998
at
Disney's Coronado Springs Resort



Room rates for Disney's Coronado Springs Resort for NESRA's conference are—\$129—for a single or double. Mark your calendar now!

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, contact NESRA Headquarters.

National Employee Services and Recreation Association

2211 York Rd., Suite 207

Oak Brook, IL 60523-2371

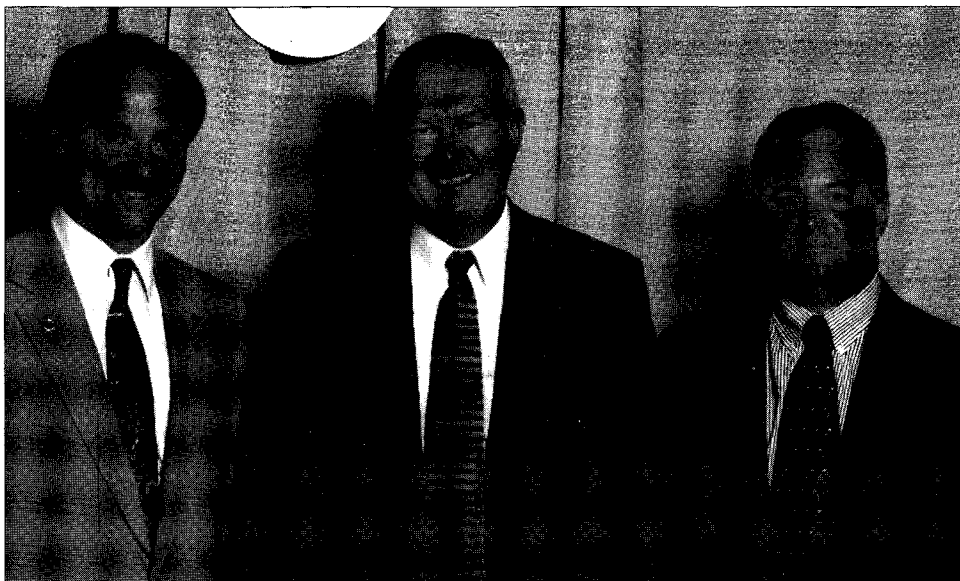
(630) 368-1280 (630) 368-1286 FAX

<http://www.nesra.org>

e-mail: NESRAHQ@aol.com

Innovation, Imagination and Continuous Improvement are Critical

Mr. Ambrose Schwallie, president of Westinghouse Savannah River Company, Aiken, SC, accepted NESRA's Employer of the Year Award at the Member Appreciation Luncheon during NESRA's Conference. We present excerpts of his speech that relates his view of how employee services adds value to his company.



NESRA Past President John Felak, CESRA, (left) and Savannah River Site Operations Recreation Association President Jerry Sperring (right) congratulate Ambrose Schwallie, president of Westinghouse Savannah River Company (center) for receiving NESRA's Employer of the Year Award. Felak nominated Schwallie for this honor.

“I want to thank you very much for this award. This is a very high honor for me and for my company. I'm very proud to receive it. I also want to thank you for having your meeting in a nice place.

Chicago is easy to get to. It's a good city to visit. It also bears practically no resemblance to Aiken, South Carolina where I live. Don't get me wrong. I really like Aiken, South Carolina but there is a great benefit to getting completely away for a day or two. I know this group, more than most, understands the value of that. One of the interesting things about Chicago I think is that you get the sense that the longest

shadow in town is cast not by the mayor or by anyone in the business community not even the Sears Tower. I think it is clear almost from the minute you get off the plane at O'Hare that the biggest man in town is probably a basketball player. Michael Jordan is not only big in Chicago. He's so big that you can sit in a restaurant in Aiken, South Carolina and hear a parent scold a child by saying: "Michael Jordan eats with his mouth closed." One of the unique things about Michael Jordan and the Chicago Bulls is that if you're a fan of that team today you're cheering for essentially the same group of players you were cheering for two seasons ago. They managed to stay

together for the most part for a long time. Any more, that's rare. In fact, the talk show host Larry King had a show just a few weeks ago that dealt with just that subject. Larry had agents, broadcasters, and others, all of whom were mourning the fact that the good old days of professional sports are gone. Franchises move from city to city. Players jump from team to team. A large part of the discussion on that show was that you no longer see the loyalty, either from players or fans that you once saw. On that show, they had one athlete, Charles Barkley, who spoke to that subject of loyalty. He pointed out that in years past, a player deciding whether to switch teams might be considering the difference between a \$500,000 salary and a \$600,000 salary. Today, he said, an athlete might be considering the difference between \$500,000 and seven and a half million. "Now, you can't put a price on loyalty," Barkley said, "But if you could"...and he paused for effect..."seven million dollars would be a good place to start."

What does all that have to do with why we're here today? Here's why I think that's relevant. I would be willing to bet that all of you can cite Harvard Business School Study on top of Harvard Business School Study about the benefits of the programs you run. I'm sure your organization has done its share of analysis. Those studies and I've seen some, will say that there are some things you cannot put a price on. Loyalty—Morale—Teamwork. I

agree. A company can't put a price on some of those things. But to paraphrase Charles Barkley, if you could, somewhere out there, you can find a place to start. That's what I want to spend a few minutes on today. I hope I can offer a few relevant observations on the value of what you do. More importantly, though, I hope those observations shed light on how you can add to that value.

My organization, the Savannah River Site, is a federal installation, born out of the Cold War and paid for with taxpayer dollars. I probably don't need to tell you what's happening in both of those areas. The Cold War is over.

The Berlin Wall crumbled into souvenirs on the streets of Berlin. And any federally funded facility is under intense scrutiny under the cut of the budget blade.

That double-edged sword has manifested itself at our facility to the tune of 10,000 lost jobs and a budget slice of one billion dollars. That's billion with a "B." It's a lot like Charles Barkley said, "If you can put a value on something, a billion dollars is a good place to start." I'm sure many of the organizations you serve face similar challenges.

The game's the same whether it's Congress that puts pressure on your funding or commercial competition in a cut-throat

global marketplace. What that all means is that we don't have the luxury to simply do what we've always done. We've got to work hard at adding value.

Those old Harvard Business School studies; those long-standing analyses on the relationships between recreation and teamwork, or absenteeism, whatever those traditional bonds of loyalty, they all have a price. And you're the ones who will ultimately determine your value in a tough business climate where price and value are always on the scale.

...The point is we haven't stood still. We couldn't afford to in a changing business climate. There has been innovation, imagination and continuous improvement in what we've done. And, I think that conventions like this are valuable opportunities for you all to share ideas and experiences in the interest of continuous improvement.

If you're standing still, you're falling behind. If you're not increasing value, you'll soon be priced out of the market. If you're out of step with your parent organization's priorities, you'll be out of business, too. If you don't use imagination, it won't be hard to imagine where you might well be the next time this convention comes around.

...I can leave you a couple of things that seem clear to me. And they are two trends that I think will continue and will continue to be in some conflict with each other.

The one trend I think is that for many companies,

▼

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the so-called "soft" programs and benefits are going to continue to be harder and harder to maintain. In other words, soft stuff is hard. I don't think I'm telling you anything you don't already know. It's not an accident that "Show me the Money" became one of the memorable phrases of 1996. In my own company, we've lost almost 10,000 jobs this decade and a number of programs. Many were people and programs who felt their value couldn't be measured, and they were probably right. But I can measure a loss of funding. I've had to do that each year since 1993.

The other trend, though, is that every day employers are having to come to terms with a workforce that is profoundly different from the one we had a generation ago. When I look at my own organization, I see this in a major way. We have a large percentage of people who have no long-term ties to either the company or the community. Not just in business, we see more and more evidence that people are becoming less inclined to participate in organizations and more inclined to turn inward around the television, or the Internet, or whatever their individual pursuits might be. We have a workforce that is increasingly multicultural. And as we have to do more with less, we are faced with the challenge of:

- getting the most out of every person in the organization
- looking for new and different work team arrangements


- relying more heavily on the skills and abilities of the least experienced of our people

All while I can't guarantee lifetime employment to any of them.

One of the biggest challenges I've got is to foster teamwork in this environment. But this teamwork can be enhanced by the kind of work you do. I think you have a real opportunity if you can continue to provide ways for different kinds of people to connect. That's a connection that my management team can't force, but we recognize how valuable it can be. And we see over and over that some of the strongest links between people in large organizations are those that are forged outside the workplace. It may be on the softball field. It may be in a club for bass fishermen or chess players. It may be in any one of a thousand small connections that I don't see, but that I know ORA helps to create. I can't measure that connection. But I know that I have to have it.

And I am fortunate to have a program that is flexible, that has been imaginative and has positioned itself as a resource that can help me build teamwork and help me to meet some of my critical priorities.

So on behalf of over 13,000 employees of the Westinghouse Savannah River Company, our families, our retirees and our neighbors, I again thank you for this award.

We will try to continue to be worthy of the honor. 

▼

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Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM and NESRA's Membership & Peer Network Directory.

▼ **AMF Bowling Centers**

455 E. Red Bridge Rd.
Kansas City, MO 64131
(816) 941-9139
(816) 941-9144 FAX
E-Mail:
BRouseSale@aol.com
Contact: Robert Rouse

National accounts, complimentary organizational parties, discount corporate card for open play (for associates) and local, national and regional programs.

▼ **Amherst Systems**

30 Wilson Rd.
Buffalo, NY 14221
(716) 631-0610 ext. 294
(716) 631-0629 FAX
E-Mail: MAN.Amherst.com
Contact: Mike Angelillo

Point-of-sale (POS) systems for employee store management. RetailTrak will help you to reduce cashier errors, control item pricing, record sales, track inventory and keep records of frequent shoppers. Additionally, RetailTrak can be fed into your company's accounting system.

▼ **Art Express**

174 Bumfagon Rd.
Loudon, NH 03301
(800) 777-5730
(603) 783-9080
(603) 783-8331
E-Mail:
CindyFord@Prodigy.com
Contact: Cindy Ford

Art Express specializes in the sale of pictures to the corporate, government and hospital markets. We sell quality, framed prints. Our selection satisfies many tastes, ranging from impressionists to ethnic art and more. Prices are 30-40 percent below retail.

▼ **D & B Wholesale Cosmetics Inc.**

345 Kaplan Dr.
Fairfield, NJ 07004
(800) 626-4141
(201) 575-1550
(201) 575-4969 FAX
Contact: Donald Gottheimer

Designer ladies and mens fragrances and cosmetics such as C. Dior, Giorgio, Opium, Polo, E. Arden, Shalimar, Lancome, Liz Clairborne, Cool Water, etc.

▼ **New Nautical Inn Resort & Conference Center (The)**

1000 McCulloch Blvd.
Lake Havasu City, CA 86403
(800) 892-2141
(520) 855-2141
(520) 855-8460
Contact: Beverley Kelley

The New Nautical Inn Resort & Conference Center in Lake Havasu, AZ has 120 beachfront rooms, all with a spectacular lake view. Three restaurants, watersports center, golf, tennis, fishing, great for families. Mid-week \$59 per person per night rate, free breakfast for children under 12 years and 10 percent off watersports. Ask for NESRA rate.


▼ **Radisson Inn Fort Myers**

12635 S. Cleveland Ave.
Fort Myers, FL 33907
(941) 936-4300
(941) 936-2058
Contact: Kelli Norman

Centrally located in area's business district, minutes from Int'l. airport, beaches and attractions. Guest rooms include Executive Tower, bi-level suites and tropical courtyard rooms. Meeting and banquet space up to 350 people. Complimentary airport shuttle, restaurant, lounge, tiki bar, gift shop, tennis and volleyball.

▼ **Red Diamond Productions**

10128 Hermosillo Dr.
New Port Richey, FL 34655
(800) 249-0600
(813) 372-7004 FAX
Contact: Bob Hartwick

Free Money! Red Diamond will come to you with over \$100,000 worth of fashion, sterling and 14K gold jewelry and conduct a 2-4 day sale for your employees leaving a percentage of the profits for your association. 

Update your '97 NESRA Buyer's Guide and Services Directory by noting these additions:

- Amerisuites (GA hotels) new contact: LuAnn Schratte
- Century Products (merchandise) new address: 985 Stonington Dr., Arnold, MD 21403, (216) 468-4379, (216) 468-4307 FAX, contact: Carol Helminski
- Don Laughlin's Riverside Hotel (NV hotels) new contact: Patricia Stinson
- Holiday Inns Florida Collection (FL hotels) new address: 6515 International Dr., Orlando, FL 32819 (407) 248-2164; FAX (407) 351-2963
- Marketing Innovators (merchandise) new contact: Donna DePaul-Kelly

The Concept, Components and Strategies For Success

By Anita M. Spoor

Corporations and small companies have realized that their profits are going to fix problems caused by the poor lifestyle choices of their employees. Thus a company wishing to change its bottom line, i.e. increase its profit margin, must make every effort to keep its costs down. One of their major costs is the sickness and accident rate of their employees.

The health of their employees should be the business and the interest of companies wishing to increase their profit margins. It is good business to alter the state of health of individuals who work for them in an effort to lower their costs and increase the company's profits.

It is less expensive to address the causes of disease by attacking the lifestyle issues that bring on diseases. These lifestyle issues stem from choices that individuals make in the way they live their lives. They can be focused on three basic health issues.

- 1. Nutrition**
- 2. Exercise**
- 3. Stress Management**

Often addressing the causes of disease in a preventive way is more cost-effective than paying for illness after it occurs. Thus the process of Health Promotion is big business for small and large businesses today. Many companies are attempting to alter health care costs in an effort to control their company's cost/profit margin. Health cost management is a process of analyzing and modifying characteristics of the workforce to better manage the broad range of health-related costs associated with them.

These health-related costs include such things as:

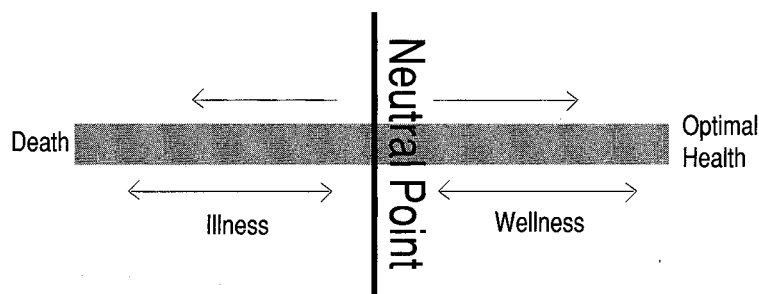
- 1. the cost of employee health benefits**
- 2. disability costs**
- 3. worker compensation costs**
- 4. occupational health costs**
- 5. supplemental insurance costs**
- 6. early medical retirement**
- 7. life insurance costs**
- 8. sick leave absenteeism**
- 9. costs associated with health related actions of employees (i.e. if they wear a seat belt, parenting skills).**

Health Continuum

Wellness is the state of an individual's being at any point of time that reflects an intentional choice of lifestyle characterized by physical, mental and spiritual health. It is never a static condition. It is constantly in a state of change toward optimum health or toward illness or death. This is a continuum on which we tread and move back and forth as we choose health and wellness or disease and death. This continuum is also a careful balance of the CHOICES that we make toward health or toward premature death.

Health Promotion is an organized program to promote wellness or a process toward optimum health. These programs are intended to assist employees and their families make voluntary behavior changes that reduce health risks and enhance their individual health and productivity.

Wellness Continuum



Medicine has traditionally focused its attention on the left side, working with patients who have disability, signs or symptoms of disease. While the center of the continuum is a point of no discernible illness it is also a point of no discernible well-being. Once a patient has reached this neutral point, traditional medicine has few tools to help him/her move toward optimal health or wellness. People on the right side of the continuum are more satisfied with their lives and more resistant to disease.

Health promotion has traditionally focused on the right side of the continuum, working with people who are overtly healthy, although at risk of becoming ill. Thus a person in a wheelchair with some lifelong debilitating condition can still be making choices that promote wellness and increase his/her chances for health and a longer life. That person can be focused on wellness.

This continuum is a careful balance and the ministers of disease treatment (traditional medicine) and the proponents of healthy lifestyles (wellness professionals) can both do well to work on both sides of that neutral point.

There are three phases of programming in a comprehensive Wellness Program.

1. Awareness or education
2. Health management/promotion program
3. Rewards within a supportive corporate culture.

Awareness Phase

The awareness phase involves the educational process and publicity portion of wellness and what factors affect that state of being. This phase can be accomplished through:

1. newsletters
2. flyers
3. special events
4. brown bag seminars
5. posters
6. meetings
7. letter from the CEO

Health Promotion Phase

1. health assessments
2. interpretation
3. action teams
4. training and education

Supportive Environment Phase

1. Corporate policies encourage and promote the program
2. Ongoing processes, structures and incentives
3. Physical environment
4. Employee ownership

Thus *Wellness* is a state of a human being's health at any moment within that individual's life. Health Promotion or a Wellness Program is an organized effort intended to assist employees in making voluntary behavior changes that reduce their health risks and enhance their individual productivity. The core components of an employee wellness program are shown in Table 1.

The target of Wellness Programs involve behaviors and lifestyles that are changeable and modifiable. Any or all of these targets can be identified as appropriate topics for Wellness Programming. Some of these targets are:

- high saturated fat diets
- high blood pressure
- excessive alcohol consumption
- low fiber diets
- obesity
- smoking
- the use of smokeless tobacco
- excessive caffeine
- high risk recreation
- lack of periodic screening
- lack of supportive relationships
- little physical exercise
- high cholesterol
- illegal drug usage
- carelessness

Table 1

Core Components of A Wellness Program

The following represent the core components of an employee wellness program.

1. Fitness and Exercise
2. Smoking Cessation
3. Stress Management
4. Weight Control
5. Hypertension Screening
6. Cholesterol Screening
7. Medical Self-Care
8. Consumer Health Education
9. Back Injury Prevention
10. Health and Fitness Testing

- excessive sun exposure
- lack of seat belt use
- few stress reduction practices
- inadequate sleep or rest

These choices are the result of habits, cultural norms, ignorance, or circumstance and are appropriate targets for employee wellness programs.

Program goals and objectives should be formulated around these risk factors and can later be used to evaluate the program's effectiveness.

Norms do exist that indicate the prevalence of various high risk habits in the national workforce. However these are not necessarily the norms that exist in your workforce. Evaluate your target population for an estimate of the prevalence of these risk factors. (Several models exist to accomplish this evaluation.)

The cost of these potentially preventable lifestyle choices is enormous. (These figures are attainable). Who foots the bill for these unhealthy lifestyle choices is dependent on the individual's age, sex, employment status and insurance. The source of payment for medical care can be broken down as follows:

- The patient
 - Federal Government
 - Business/Industry
 - State/Local Government
- (The patient, Federal Government and business absorbing the largest portions about equally.)

These are the direct costs. However, the indirect costs are also enormous and they are often the burden of industry. They include the following:

- high absenteeism
- high worker's compensation costs
- high disability claims
- unnecessary use of health services
- excessive medical leave
- early retirement
- high life insurance costs
- low employee morale
- low employee loyalty
- less productive workforce
- poor decision making ability

Why Does Wellness in the Workplace Make Good Sense?

1. Employees are a captive population
2. A large proportion of an individual's day is spent at work
3. Effective incentives can be employed (money, material goods, time off, lottery prizes, recognition of all types)
4. The potential to influence behavior is high
5. The effect is also felt on other members of the family
6. An employer can give credibility to the program
7. Employees perceive wellness as a benefit
8. There is an ability to affect a great number of people at one time
9. Wellness programs promote positive public relations and publicity

Collect multiple cost analysis studies and dollar savings studies to convince upper management of the appropriateness of a Health Promotion/Wellness initiative. How do you begin?

1. Appoint a Wellness Coordinator and a Committee to guide the program through all phases of design and implementation.
2. Analyze cost figures including: absenteeism figures, health insurance claims costs and disability costs.
3. Procure management's full support and assistance and clarify the mandate from

Anita Spoor is director of the University of Rochester Medical Center Athletic Club in Rochester, New York. She can be reached at (716) 275-2437.

- senior management.
4. Identify major agendas of key senior management toward the program.
5. Accomplish a needs and interest assessment based on employee responses.
6. Research major suppliers and resources to be used in the program.
7. Develop a preliminary design for the Wellness Program.
8. Evenhandedly work with employees of all levels.
9. Involve employees at all levels throughout the organization.

The expertise that is necessary will involve professionals for every aspect of the program namely:

1. marketing
2. communications
3. management of volunteers
4. budgeting
5. record-keeping
6. supervision
7. negotiation

8. evaluation

Characteristics of successful Wellness Programs include:

1. Strong senior management support
2. Behaviorally sophisticated programming
3. Positive and upbeat image
4. Well-balanced programming
5. Well-paced programming
6. Effective use of incentives

Within a balanced program, another consideration is whether there are some short-term targets to provide fast payback of benefits or whether only long-term chronic diseases are the target. In the short-term, you may want to consider:

1. Seat belt campaigns
2. Medical self care
3. Consumer health education
4. Medical screening


If the focus is long-term, then the emphasis should be on:

1. Fitness
2. Weight management
3. Stress management
4. Smoking cessation

Here at the University of Rochester, we are lucky enough to have several facets of both the short-term and the long-term initiatives readily available to us. Developers should take a long hard look at program goals, objectives and what entities will be supported by senior management and what programs already exist.

Conclusion

In essence, an Employee Wellness Program should be fresh, well-researched and developed, positive, emphasize the company's social and community responsibility and work in tandem with the company's expressed goals and objectives for the future.

Good health is good business for the employer as well as the employees. Each benefits physically, emotionally and monetarily. The benefits are long-range and on-going. 

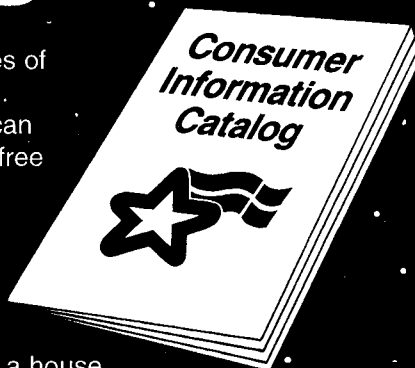
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12 Ways to Promote Your Store With Your Employee Services Program

By Cynthia Helson, editor

Many of these suggestions may require working with those who manage your fitness center, discount program, employee orientation, etc. Keeping up relationships with these people may lead to more opportunities to promote your store. Look for new ways to serve others.

- 1.** At New Year's time, help employees resolve to get fit. On media promoting fitness programs, tell employees they can get supplies at your store. Let employees know that they can pick up water bottles, exercise rubberbands, towels, T-shirts, shorts, swimming goggles, etc. at your store. Give those who sign up for a fitness program a coupon for a free granola bar or \$1 off anything in your store.
- 2.** Let your store be the place sports teams order shirts, caps, knee pads, bats, balls and other equipment. You can coordinate buying the equipment with your supplier contacts. Consolidating the purchase of these items can be more convenient for team captains and lead to quantity discounts.
- 3.** Tell travelers to come on in. With information about group travel packages include a flyer that tells travelers that your store sells film, sunglasses, sundries, cameras and other travel items. Remind them that when they return, they can get their photos developed at your store and choose a photo album or picture frame to display the photo to remind them of their fun escape.
- 4.** If your company has a safety fair, set up a booth at the fair to display safety items you sell in your store. Another option is to include on printed materials an invitation for employees to visit your store to purchase work or home safety items.
- 5.** Coordinate the purchase of your company's service awards.
- 6.** Link your store to more immediate rewards by making store gift certificates available to managers to use as rewards for employees who achieve a goal or go beyond the call of duty.
- 7.** Distribute discount tickets in the store.
- 8.** With promotions of formal dinners either for recognition or holidays, remind employees of the convenience of your dry cleaning and shoe repair services.
- 9.** Is your company urging employees to use commute alternatives? Tell them your store makes it convenient by displaying schedules and selling public transportation tokens/passes. Your store can also add to the enjoyment of commuting by selling reading materials.
- 10.** Be a part of employee orientation. Include a coupon for a "special treat" to be redeemed at your store. Your treat can be items you couldn't sell, a piece of candy, a coffee mug or something else.
- 11.** Offer to purchase supplies for employee hobby clubs. The club members can then purchase the supplies from you.
- 12.** Hold a photo contest in conjunction with a picnic, children's event, open house or holiday party. Encourage employees to get photos developed in your store and then invite all employees to come see the display of winning photos. 

FACILITIES

(Continued from page 44)

On the third Thursday of each month, members of the Recreation Club can come to the auditorium to see a current full-length, feature movie. Members can choose between two show times, depending on their work shift.

Additional Uses

Other community contributions include lending the auditorium to local

schools for band and choir concerts and student plays. Classic Productions, located in Knoxville, TN, travels around the local area to provide entertainment for school children. This year, the group performed the play *Emilla Bedilla* for 2,500 local elementary students. At Christmastime, every year, school children come to the auditorium during the day to see the *Nutcracker*

ballet and employees and the community gather at night for this ballet tradition. Traveling military concert bands choose the Eastman Chemical Employee Center as the stage for their performances.

Conclusion

Through the use of the auditorium alone, Eastman served around 112,000 individuals in 1996 including employees, and retirees and their family members as well as the community. Everyone has reacted favorably to the events and activities that are provided through the use of the facility.



Networking note: Jim White, senior team manager, recreation at Eastman Chemical Co. can be reached at (423) 229-4493.



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Alaska Airlines is pleased to provide NESRA members with special fares for travel to the 1997 Western Region Conference in Seattle. Call Alaska Airlines Group Desk at (800) 445-4435 and use I.D. # CMZ0172 to get rates.



Ronda Chase served her internship at NESRA Headquarters this past fall. She received her degree in Recreation, Park and Tourism with an emphasis in Employee Services from Western Illinois University. She is now assistant producer with The Meetinghouse Companies in Elmhurst, IL.

Note:

Last month, the article “EMP-REC-SERV.com An Employee Services Website” was published. Since the time of publication, the web site has changed to

<http://www.recgob.org>

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Are You Creatively Using Your Facilities?

by Ronda Chase



Take a look at how Eastman Chemical Company turned an auditorium into a special place for employee and community events.

The success of employee programs affects employee morale and work ethic, however, it can be difficult to get anticipated participation for these programs. Sometimes, it's possible to come up with new programs just by assessing what resources you have available to you. Creativity can spark incredible interest and lead to a new level of importance to facilities that are commonplace and overlooked. Take a look at how Eastman Chemical Company in Kingsport, TN, turned an auditorium at "Eastman Chemical Employee Center" into a special place for employee and community events.

Serving the Company and the Community

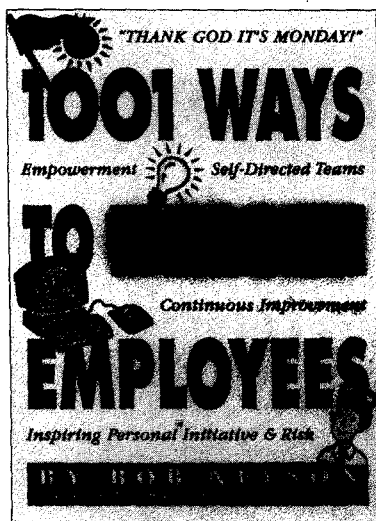
"Eastman Chemical Company offers interesting opportunities to employees and the surrounding community by providing special entertainment in its onsite auditorium in the Eastman Employee Center," says Jim White, senior team manager, recreation. This multipurpose building has a theatre that seats approximately 1,710 people and is frequently used for business meetings, lectures, concerts and various other types of activities. The facility helps promote a balanced life. "Leisure time activities are an important part of relaxation after the normal stresses of everyday life," says White.

There are many examples of programs offered within the auditorium. Recently, "Up With People," an upbeat, high-energy group of college students who take time out of school to perform worldwide, presented a musical concert for employees and the community. Also, for the past 15 years, the recreation staff has been involved with Kingsport Fun Fest, which is held over a two-week period during the summer. Fun Fest includes entertainment city-wide and involves thousands of community members. The auditorium at Eastman is used for various activities during this time, including: Miss Kingsport Contest; Little Miss Fun Fest Contest; a gospel concert featuring well known artists; *ShowTime*, a musical program with local amateur talent; Mac Frampton Piano Concert; and a Kingsport Symphony Orchestra Concert. The company's recreation staff is responsible for the facility, including sound, lighting, visual aids and security for each of the events.

This stage is a wonderful resource to many of Eastman's special interest clubs and to its wellness program. The Recreation Club presents travel lectures in the auditorium. Beginning in January of each year, five guest speakers use slides and other visuals to present features of various countries or travel opportunities. Eastman's Wellness *Live for Life* program uses the facility for wellness seminars.

(continued on page 42)

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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

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Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, to be published by IDG Books in mid 1997.

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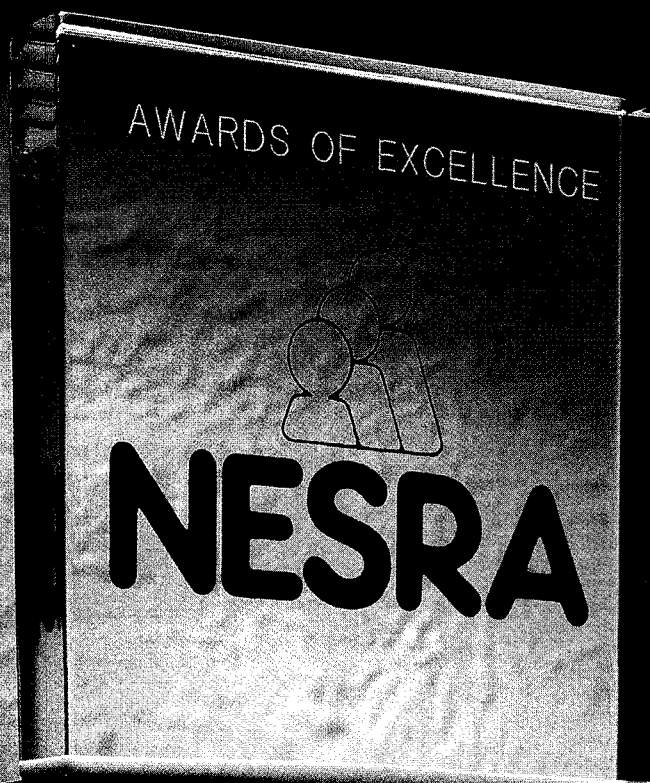
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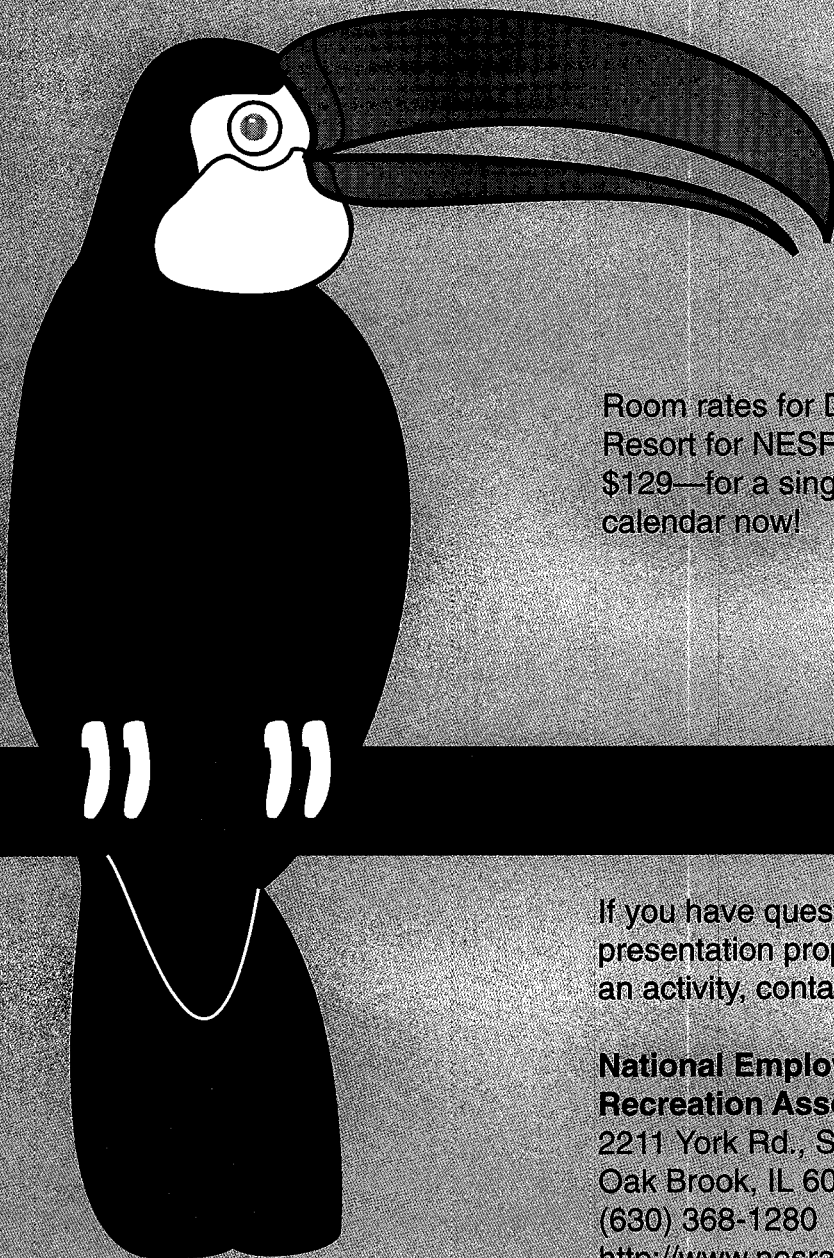
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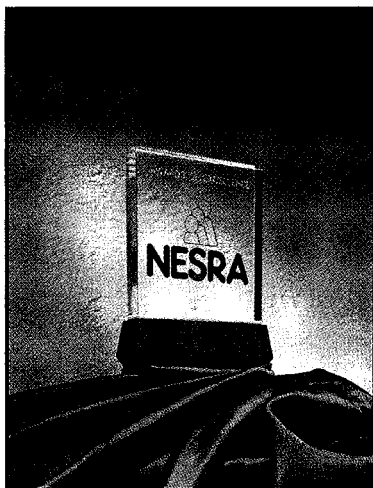
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**New
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Nominate NESRA's 1998 Employer of the Year

by Cynthia M. Helson
NESRA Director of Communications



Send nominations to
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If you have a story idea
or know of someone
who could be a great
author or should be
interviewed, call me,
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(630) 368-1280 or
e-mail me at
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or at
<http://www.nesra.org>.

Are you proud of your company's commitment to employee services? Does your company's Chief Executive Officer believe in enhancing employee quality of life? Take the opportunity to put your CEO in the spotlight by nominating him/her for NESRA's Employer of the Year Award. Submitting a nomination can help your company gain recognition as an "Employer of Choice." Winning the award will certainly get management's attention.

NESRA Headquarters is now accepting nominations for the 1998 Employer of the Year Award. Any organizational member may submit his/her Chief Executive Officer for nomination by December 1, 1997. We plan this far in advance so the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon, which will be held on May 1, 1998 during NESRA's 57th Annual Conference and Exhibit, April 29-May 3, 1998 at Disney's Coronado Springs Resort, Orlando, FL.

The criteria for judging entries:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the employee services program.
- S/he must have made statements regarding why and to what extent s/he supports the program.
- The CEO's justification of how employee services is important to the productivity and morale of his/her workforce will be considered.
- The CEO has a reasonable chance of accepting the award in person, i.e. his/her schedule is clear at the time the nomination is submitted to accept the award at the conference.



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Serving states west of the
Mississippi River

NEWS

IN BRIEF

▼ **Wanted: The Ideal Job Candidate**

What do prospective employers look for in job candidates? What's the skill they most desire in their new employees? According to the results of a survey conducted by the National Association of Colleges and Employers (NACE), employers prize oral communication skills

most. In NACE's Job Outlook '97 survey, employers ranked oral communication skills at 4.61 on a 5-point scale (5 = extremely important and 1 = not important).

The gift of gab, however, didn't outpace other prized skills by much: Employers gave high rankings to interpersonal skills (4.58), analytical skills (4.57), teamwork skills (4.51) and flexibility (4.33).

Does this mean things

like grade point average, work experience and extracurricular activities don't count? Hardly, according to Dawn Traub, NACE director of employment information. "Employers expect candidates to have high GPAs and relevant work experience and to be involved in extracurricular activities—hopefully in positions of leadership. These skills—oral communications, interpersonal and so on—are what separate the great candidates from the good ones," she said.

fastest-growing tourism segment is people aged 45-64, which is expected to increase 16 percent over the next five years, according to Travel Industry Indicators, an analysis firm. In contrast, the young adult singles and couples market, aged 25-34, is expected to shrink 10 percent over the same period.

There are now rock and roll fantasy camps in Los Angeles, Miami, Atlanta and New York that offer vacationers a week to hang out with rockers such as Ringo Starr, the Eagles' Joe Walsh and Clarence Clemons of the E Street Band.

Graceland in Memphis continues to draw some 700,000 visitors a year. This number is expected to soar as huge crowds are expected in August for the 20th anniversary of Elvis' death.

▼ **Children Increase Picture Taking**

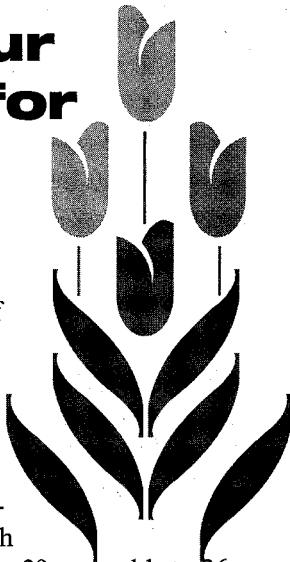
The purchasing or processing of film decreases with age and increases with income and education, according to the Photo Marketing Association International, reports *American Demographics*. If a household has children,

One in Four Gardens for Hobby

One in four Americans says that gardening is a real hobby or interest of theirs. About one in four spends four or more hours per week tending lawns, flowers and vegetables, says *American Demographics*.

The likelihood of gardening as a hobby increases with age, from 13 percent of 18-to-29-year-olds to 26 percent of those aged 30-44 and 30 percent of 45-59-year-olds. Thirty-three percent of Americans aged 60 and older enjoy gardening.

Owning a home is one of the best predictors of the interest in gardening. Gardeners enjoy their hobby as a way to stay active, reap aesthetic pleasure and as a peaceful, solitary pursuit.



▼ **Rock and Roll Vacations**

Rock and roll oriented vacations are making a big hit with the Baby Boomers who grew up on the music, reports *The Wall Street Journal*. In Cleveland, the Rock and Roll Hall of Fame and Museum has drawn 1.4 million visitors since it opened. Revenue from the gift shop at Las Vegas's Hard Rock Hotel and Casino sometimes exceeds the amount made on the slot machines.

Music is an experience that vacationing parents can share with their children. Nostalgia factors in when parents are choosing vacation destinations. The

that increases their chances of taking pictures.

Seventy-four percent of young parents bought or processed film in 1995, and the second most likely group to do so was middle-aged parents.

More than 3 in 4 households with children aged 2 or under bought or developed film compared with 66 percent of those with kids aged 12-17. Only 55 percent of all U.S. households bought or processed film in 1995.

Two regions control a larger share of the film market than their population suggest—the New England and Middle Atlantic states.

Film purchasing increases with educational attainment. The shares range from 55 percent for those with some college, to almost 64 percent of householders with a graduate degree.

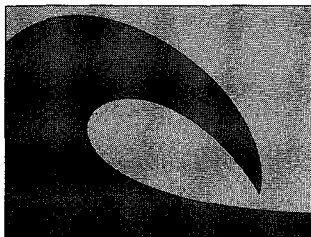
New Zip Code

NESRA Headquarters' zip code has changed to **60523-2371**. Please make corrections to your records.

New Area Code

If you are west of the Mississippi, you can call Phyllis Smith, CESRA, at the NESRA Field Office to request materials or answer questions. Her new area code and numbers are:

(626) 913-4014 or
fax (626) 964-7242.



Top 10 Challenges and Opportunities for 2007

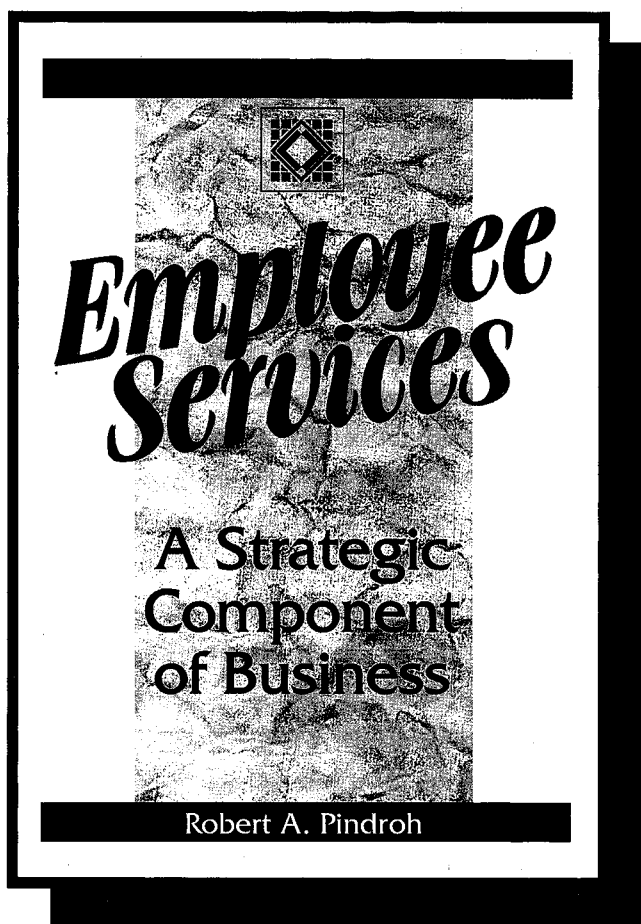
A team of top scientists and engineers at Battelle, a research and development organization based in Columbus, OH, have compiled a list of the 10 most important technological challenges facing industry over the next decade:

- 1.** Affordable home-based health care. Market forces are shifting health care from hospitals and HMOs to private homes. Home health monitors and treatments and linkages to professional care centers present a huge challenge, and an enormous business opportunity, for the health care industry.
- 2.** Personalized consumer products. Consumers will buy products that satisfy their own tastes rather than accept whatever stores present.
- 3.** Convergence of technology in the home. In the past, we separated our home life from work and from shopping. In the next 10 years, the home will be the place of convergence for private and public lives.
- 4.** Protecting the environment and natural resources. We need the technologies to provide for the long-term sustainability of our natural environment, including air and water.
- 5.** Human interfaces. Interfaces are the intermediaries between human and machine that allow us to more easily use technology—such as the software menu that gives us access to computer programs. As more complicated technology floods the home and the workplace, consumers will demand interfaces that go beyond user friendly.
- 6.** Nutritional health. Researchers are developing natural foods that will be packed with more vitamins, protein and other nutrients.
- 7.** Mobile energy. Further growth in electronics and information services will also require more efficient and mobile energy sources.
- 8.** Micro-security. Technology's security challenge will shift from national security—protecting nations from invading armies or missiles—to personal and community security.
- 9.** The renewed infrastructure. New infrastructure needs will include new traffic control and management systems that could reduce travel times, and offer clean, safe, and practical mass transit systems.
- 10.** Global business competition. To achieve business growth in this environment, companies will have to improve and expand their efforts at finding technology, acquiring it, and putting it to work around the world.



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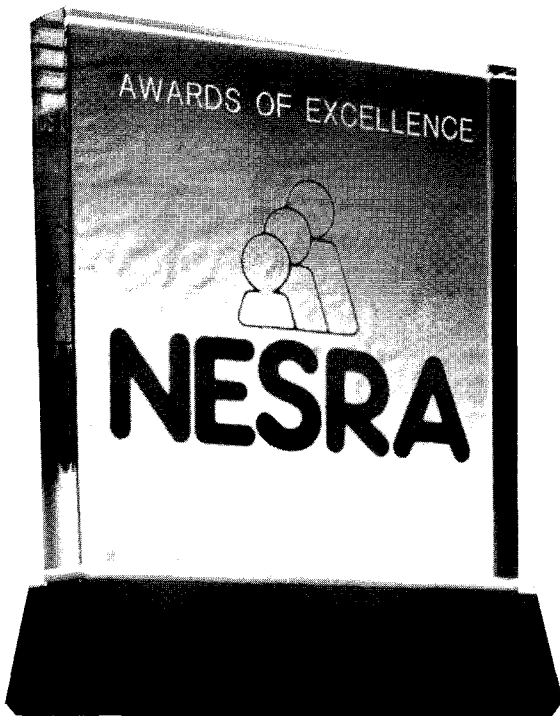
This book illustrates how employee services should be strategically positioned for success today and tomorrow. There is no other book available that can guide an employee services practitioner to success more than this book. Beginners will learn essential ingredients of employee services and advanced practitioners will learn key strategies for aligning your program to the goals of your company.

Loaded with creative examples of programs offered by today's "Employers of Choice," *Employee Services: A Strategic Component of Business* by NESRA Past President Robert A. Pindroh, CESRA, builds momentum as it defines employee services, identifies trends in society, shifts in the workplace and innovations in employee services. Interviews with dozens of employee services practitioners make this book interesting and easy-to-read.

Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

The National Employee Services and
Recreation Association's
1997 Awards of Excellence Program
Presents

Award Winning Employee Programs



Eastwood Award

The most prestigious award in NESRA's 1997 Awards of Excellence Program is the Eastwood Award. Named in honor of NESRA's first president, Dr. Floyd Eastwood, the award is presented to the most outstanding overall employee services and recreation program of 1996. With this award NESRA recognizes the achievements of employee services programming that provides opportunities for mental, physical and social development of employees and their families.

To qualify for this award, NESRA members submitted three-ring binder portfolios that provided answers to standard questions regarding the program's mission statement and

objectives, long-range goals, all the program's components, the development of its unique offerings, leadership and financial resources. Entries also included samples of promotional pieces for their programs and some included photos of participating employees.

Entries were designated into four categories by company size: companies with less than 1,000 employees; companies with 1,001-2,500 employees; companies with 2,501-5,000 employees and companies with over 5,000 employees. We are highlighting this year's winner in each category.

In honor of these prestigious award winners, we are showcasing their employee programs.

Judd's Incorporated

Strasburg, VA

*Submitted by
Tamara Fleming, HRD Manager
(540) 465-3731*

Programs Unique for Judd's Employees

Prior to 1993, employee services functions were distributed to the human resource staff of this printing company. In 1993, Judd's centralized the program, developing an employee services area. Employee services now offers a variety of programs such as those highlighted below. Many are strategically scheduled to be available to an employee population that works 28 shifts.

Athletic Sponsorship: The Committee for Activities, Recreation and Entertainment, (C.A.R.E.) Committee became incorporated as a nonprofit organization in 1996 in order to provide sponsorship for athletic activities. In addition to sponsoring a Little League Baseball team, a Men's Intramural Basketball team, a Judd's Golf outing, and a Men's Independent Softball team, the committee sponsors a Summer and Winter Challenge Cup. This is a competition between area companies. Sponsorship covers the cost of uniforms, equipment and entry fees. Each team has company shirts, a fight song and a banner for Opening Ceremonies. The Winter Challenge Cup consists of Basketball, Volleyball and Bowling. Companies send teams that comply with minimum and/or maximum of gender requirements (men and women). There is also a Masters category for persons over the age of 40. The winter competition lasts for approximately four days, and the summer consists of almost two weeks

of continual competitions. The summer competition includes such sports as swimming, running, golfing, frisbee golfing, basketball, volleyball, softball, billiards, and racquetball. There are over 20 different categories for competition. This allows employees to meet other people, demonstrate their athletic talents, and build teamwork.

Bus trips: The bus trips came as a result of several requests for outings and tickets to concerts, sporting events, and attractions within a 60-mile radius of our company.

Seafood Feast: An employee suggested holding an Annual Seafood Feast and we have done so for over 15 years. A local community college cafeteria provides adequate seating for the approximately 800 people who come. The seafood—1,200 pounds of steamed shrimp and 1,600 pounds of crablegs—is catered by a local seafood caterer in the Shenandoah Valley. In addition to seafood, the college's cafeteria serves ham, vegetables, rolls, hush puppies, and drinks, so that employees who do not eat seafood can still enjoy a good meal. Employees pay \$5 per person and each employee is invited to bring one guest. The C.A.R.E. Committee organizes the event and the company financially supports it.

Company Picnic: Our company picnic, held at the Strasburg Town Park, is within walking distance of our plant. The picnic has been held since the opening of the plant in 1975. Originally, the picnic took place in Wardensville, WV, some 20 miles from the

plant. In 1994, the picnic was moved to its current site in Strasburg. Additionally, in 1994 we contracted with an outside supplier to provide prizes, games and entertainment; although today, the C.A.R.E. Committee still organizes the horseshoe tournament and bingo game and continues to provide the prizes for these games. The picnic is free and employees of all shifts can come since it is held on a consecutive Saturday and Sunday. The C.A.R.E. Committee and human resources work very closely with the scheduling department for a date that would allow for machines to not be crewed. If the plant is in operation, meals are brought to the plant for those who choose to work.

Christmas/Awards Banquet: To eliminate additional cost, the Awards Banquet, previously held in April, was combined with our Christmas party for the first time in 1992 and is now held the first weekend in December. Again, this event is held on two days to allow everyone to attend. The evening consists of a social hour, awards presentations, buffet dinner and dancing. To add to the social hour this year, we contracted an entertainment corporation that organized a bingo-type game that allowed employees to "mingle" in order to find the answers to several company related questions. The first 15 tables that completed their cards received prizes! Also, each person attending (employees and their guests) received a lottery ticket. Following dinner, we drew six tickets at random and the lucky ticket holders played "Let's Make A Deal" by choosing a box! There were some great gifts—like a television set, as well as a few gag gifts—including a rubber chicken. Since employees responded positively, we will plan a similar event next year.

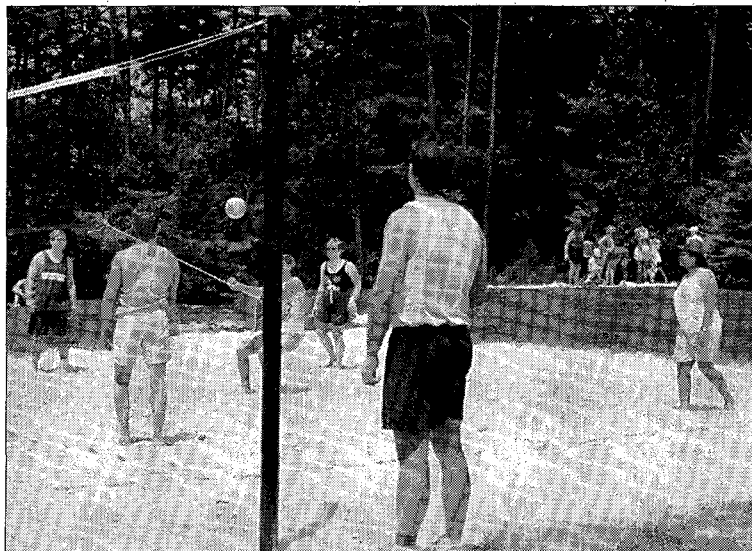
Bloodmobile: Our bloodmobile became the responsibility of employee services in 1991 when we did not employ a company nurse. Despite the fact that since then, we've added a full-time nurse, employee services remains in charge of the quarterly bloodmobile. Each mobile is held for two days, non-consecutive, on each end of the week to accommodate our employees. We use a report of previous Judd's donors, generated by American Red Cross, to send personalized letters to approximately 250 past donors. We held one mobile in honor of a fellow employee who was involved in an accident recently. The Red Cross placed two "Get Well" cards at the registration table so employees could sign them as they entered to

donate blood. It was a very warm and rewarding experience for those who donated. Employee services also created a coupon for \$2 off internal photo processing that is accepted by our photo servicing company, for those who donated blood. In addition, employees who cannot donate but would like to help often provide refreshments for the canteen area. We have an hourly giveaway by random drawing with employees donating the prizes.

Hunter Safety: A Hunter Safety Certification is required in the state of Virginia for first time hunters or persons under the age of 16. We contacted a local gentleman who comes on-site and teaches the free classes on Tuesdays and Thursdays for three consecutive weeks. Each participant must complete three classes to receive their certification.

The Book Fair is provided for employees to purchase various book titles at a discounted price. It is held on two separate days from 6:00-10:00 a.m. and 4:00-9:00 p.m. to provide service to all employees. All proceeds benefit the Coffee Pot Fund, which sponsors a Christmas party for children who are physically challenged

1868 - Judd's Company Store: Our Company Store is located in a lobby area outside of the cafeteria, centrally located within the plant. The store offers novelty items such as coffee mugs, key rings, pens, and playing cards. We also sell wearables including sweaters, sweatshirts, denim shirts, golf shirts and jackets. There is a selection of Virginia-



The Summer Challenge Cup competition at Judd's Inc. includes such sports as swimming, running, golfing, frisbee golfing, basketball, volleyball, softball, billiards, and racquetball.

made products and a full line of golf accessories. Because we offer photofinishing services, film and disposable cameras also are sold in the Company Store.

Identi-Kid, a nationally known organization, provides a laminated card (similar to a driver's license) with a child's name, address, parental information, physical characteristics, photograph and a thumb print. The employees pay a minimal fee for the cards that are updated each year. Identi-Kid is affiliated with the Association for Missing and Exploited Children and assists authorities in the event a child is missing.

Judd's Annual Tube Float gives employees, their friends and families a chance to float the Shenandoah River in inflatable crafts and to enjoy a catered cookout at the finish. Our outside customers are also invited.

Other events:

Employees, their friends and families go to the Wayside Theatre, a small theatre in the quaint village of Middletown, 15 minutes from Judd's one night to see a free show during "**Judd's Night at the Theater.**" As a printer, we donate the printing of their brochures in return for "Judd's Night at the theatre." In addition, in December, employees go to see Charles Dickens' *A Christmas Carol* at a minimal cost.

Members of the employee Country and Western dance clubs donate their time by instructing **country line dance classes** for our

employees and their families in our Training Center. Participants pay a minimal fee and all proceeds benefit the Christmas party for the physically challenged children.

Coloring Contests advertised in the weekly employee newsletter, encourage employees to pick up coloring sheets at human resources, department offices and the cafeteria. Each child participant receives a prize, which varies from pencils, erasers, and stickers to candies and ribbons. Participation in this program has increased since its start.

For Your Own Good Series: With an emphasis on corporate education and development, the For Your Own Good series began in 1996. This training series offers education on programs or events outside the workplace that help enhance employees' lives and make them less stressful. Since the training is offered during the lunch hour, it does not interfere with work hours and does not compete with family time. Employees bring their lunch to the sessions that are held internally in our Training Center. A local attorney visited Judd's and discussed Living and Legal Wills, the local bank participated in Checkbook Management and What is an IRA?, the Child Parent Center instructed sessions on Sibling Rivalry and Alternative Discipline, the local volunteer Fire Department offered Holiday Safety, and an employee specializing in martial arts offered Self Defense. The For Your Own Good series is offered bimonthly, opposite our Wellness

seminar series that is organized by our Occupational Safety and Health Nurse.

Safety shoemobiles visit quarterly for manufacturing employees to purchase required safety shoes. Judd's gives employees a \$50 subsidy annually.

The Fine Print, our weekly employee newsletter, is distributed each Friday throughout the plant and also mailed to several of our outside vendors and customers. The newsletter promotes Employee Services and C.A.R.E. events and announces Judd's technological advancements, new sales announcements, employee birthdays, anniversaries, get well wishes, and general plant and industry news. Employees can submit articles and information to the Editor.


Family Events Calendar: With all



Judd's Annual Tube Float gives employees, their friends and families a chance to float the Shenandoah River in inflatable crafts and to enjoy a catered cookout at the finish.

the new additions to our employee services plan, we found several spouses still did not know what we offered. We created a Family Events Calendar that includes employee services, C.A.R.E., wellness, and education and development activities. The calendar is mailed to each employee's home quarterly.

The Judd's Education Council was created in 1996 to promote life-long learning within the community. The Council assists educational institutions from the primary to sophomore college level. Reading Rewards is the program

we began with and are continuing to enhance. Those participating volunteer their lunch hours, once a week, to read to either a student or a group of students to promote reading literacy. The program has created not only enhanced reading skills, but a mentorship for the volunteers. Berryville Graphics, a book printing company in Berryville, VA, partnered with Judd's by providing children's books for the program. Reading Rewards continues to recruit additional volunteers and develop programs to assist in educational development. 

*Eastwood Recipient
From 1,001-2,500 employees*

John Alden Financial Corporation

Miami, FL

Submitted by

*Barbara Epes, director, employee & community affairs
(305) 715-2861*

The mission of the HealthWorks Program at John Alden Financial Corporation, Miami, FL, is to provide opportunities for employees to increase their knowledge of wellness and to help them acquire the skills and support necessary to make lasting behavioral changes. HealthWorks is guided by the conviction that these changes will improve the quality of life for John Alden employees and their families, and yield higher levels of productivity at work. Programs and services offered as part of HealthWorks are integrated into the company's overall health care cost-containment efforts.

Programs Unique for John Alden Employees

About two-thirds of John Alden's workforce is female, and about three-quarters of the male and female population are between the ages of 20 and 40. Since these are the primary child-bearing years, many of the company's HealthWorks programs focus on family and child care-related issues.

A Mother's Place: This lactation room at the HealthWorks Health Center provides a quiet, soothing atmosphere for mothers who wish to continue breastfeeding their children after returning to work. The company

provides breast pumps and other equipment, meeting the needs of new mothers. The room posted 521 employee visits in 1996.

Working Parents' Support Network, organized by the HealthWorks Lifestyle Enrichment Committee, now involves more than 300 employees. Presentations and speakers in 1996 covered topics such as latchkey children and building self esteem.

HealthWorks NutriWorks Committee. While proper diet, weight control and nutritional issues are important for all age groups, these issues are of particular concern to John Alden's employee population. This volunteer committee presents several educational and motivational nutrition-related workshops and seminars annually.

HealthWorks Health Center: Open five days a week from 8 a.m. to 4 p.m., this on-site

facility treats health emergencies, employee medical complaints, and provides preventive and educational services.

Since opening in 1994, John Alden's HealthWorks Health Center has saved lives, and provided a wide range of on-the-job care to employees—while providing a financial savings to the company. The most dramatic examples of the Health Center's life-saving services occur in rapid on-site emergency nursing interventions. The successful nursing management of heart attacks, strokes, hypertension and physical complaints requiring surgery has enabled employees to return to their daily activities more quickly.

Another important component of the Health Center's service is prevention and wellness. During 1996, the use of the Health Center increased to more than 6,000 employee visits, up from 4,000 visits in 1995. Concurrently, more than 1,100 employees participated in such health initiatives as hypertension monitoring, cholesterol screenings, blood sugar screenings, glaucoma screenings, and CPR classes. The Health Center also provided 287 HealthCheck physicals to John Alden employees.

HealthWorks Fitness Center: This modern facility includes an aerobics studio and a full complement of cardiovascular and weight training equipment. The Fitness Center offers personal trainers, aerobics classes, and individualized fitness programs to employees during nonworking hours. In 1996, the center introduced therapeutic chair massages.

John Alden's HealthWorks Fitness Center had 484 active memberships at year end. Membership climbed from 36 to 39 percent of the headquarters' employee population in 1996. Altogether, the Fitness Center averaged 1,865 visits per month. The Fitness Center is the site of John Alden's Boot Camp, an intense 12-week fitness program. Since its inception in June, 1995, more than 100 employees have "earned their stripes" at Boot Camp.

While these statistics indicate steady progress, not all results can be quantified. For example, it is difficult to determine whether John Alden's wellness program has reduced employee sick time, because the company gives employees seven personal leave days each year for illness, dependent care or non-illness related time off.

However, in the two areas of prenatal care and early detection of breast cancer, John Alden's HealthWorks programs have saved far more in personal suffering and healthcare


Because the average cost of breast cancer treatment nationally is approximately \$80,000 per person with late detection, early detection of an employee's breast cancer through \$65 company-paid mammographies potentially saved John Alden \$60,000 per case, approximately \$120,000 in 1996 or more than \$600,000 in total since the mammography program was launched.

expenditures than the entire cost of creating and maintaining the wellness program.

The company's mammography program, for example, has detected malignant tumors in approximately two John Alden employees per year. Because the average cost of breast cancer treatment nationally is approximately \$80,000 per person with late detection, early detection of an employee's breast cancer through \$65 company-paid mammographies potentially saved John Alden \$60,000 per case, approximately \$120,000 in 1996 or more than \$600,000 in total since the mammography program was launched.

HealthWorks Wellness Library: A comprehensive assortment of educational material and other information relating to health and wellness is located in the Wellness Library in the HealthWorks office area.

Recreational Clubs: Through the HealthWorks program we organize recreational clubs that include the Striders Running & Walking Club, Jaws Dive Club, John Alden Golf League, and the Easy Riders Bike Club.

HealthWorks Seminars: HealthWorks committees organized a number of presentations on health-related topics in 1996. The HealthWorks Health Matters Committee presented Dr. Gino Vitiello, a board-certified cardiologist, who discussed "For the Love of Your Heart." Carol Chong, R.D., nutrition educator for the Miami Vascular Institute, gave a talk on "Healthy Body-Healthy Bones" in a presentation sponsored by the HealthWorks NutriWorks Committee. Dr. Carlos Piniella, a board-certified specialist, spoke on "Asthma, Allergies and Your Airway." Informational seminars included "Stressed for Success," or how to put stress to work for you, and "AIDS in the Workplace." To help employees concerned about their finances, the HealthWorks Lifestyle Enrichments Committee presented seminars on money management, and a presentation on "HMOs, Insurance and Your Benefits." Another lifestyle seminar covered frame decorating as a relaxing hobby to enjoy. 

Increase your credibility.

Enter NESRA's Awards of Excellence Program in 1998.

Start now by taking photos of your events and document how your programs contribute to your company's goals.



Since joining NESRA, McDonnell Douglas Employee Auxiliary Services has had the opportunity to grow our service programs, meet peers within our industry and develop a network of professional friends from which we may exchange problems and solutions to better our organization. We were awarded the

1994 Communications Award from NESRA, which helped give credibility to our involvement with NESRA . . . Our continued membership is a testimony to our return on investment in NESRA.

—Linda Wright, McDonnell Douglas, Long Beach, CA

*Look for information on
how to enter in your mail
Fall of 1997.*



PERA Club

Tempe, AZ

*Submitted by Kemp Ellis, manager of operations,
PERA Corporate Operations
(602) 236-5866*

The Project Employees' Recreation Association (PERA) was organized and incorporated in 1950. The intent of the employees was to develop an organization in which Salt River Project (SRP) employees and their families could share and enjoy a variety of recreational activities.

Programs Unique for PERA's Members

Maintenance and Facilities: PERA is proud of its diversified statewide clubs. PERA members have volunteered their time to construct the majority of the facilities. As a result, PERA puts a great deal of effort into the maintenance of the facilities and equipment. PERA's philosophy is similar to the major theme parks around the U.S.: the grounds and facilities must be spotless at all times.

For example, the Valley PERA Club retains five full-time staff members to maintain the park, buildings and equipment. When hiring new maintenance personnel, PERA looks for individuals with a wide variety of skills. Retirees from SRP have done excellent work in some of the craft positions.

Table A shows the facilities and equipment that the PERA maintenance staff keeps clean, safe and operational.

The PERA Roosevelt Recreation Complex:

The first program that has developed into an outstanding feature of PERA's total recreation package is the Roosevelt Lake Recreation site. The Roosevelt Camp facility is located approximately 80 miles east of the Phoenix area on Roosevelt Lake. Roosevelt Lake is the largest of the Salt River Project reservoirs; its length is 23 miles and it is formed by Roosevelt Dam.

The development of PERA's Roosevelt program can be traced back to 1970 when some SRP employees inquired about the availability of two unused company houses on the water at Roosevelt Lake. With help from the SRP Board, the PERA Club was granted the two houses in 1971. These old, wood-frame structures were renovated and put into use. This was the beginning of the Roosevelt House rental program as we know it today.

In May of 1978, PERA and SRP agreed to add five houses to the Roosevelt operating camp overlooking the lake.

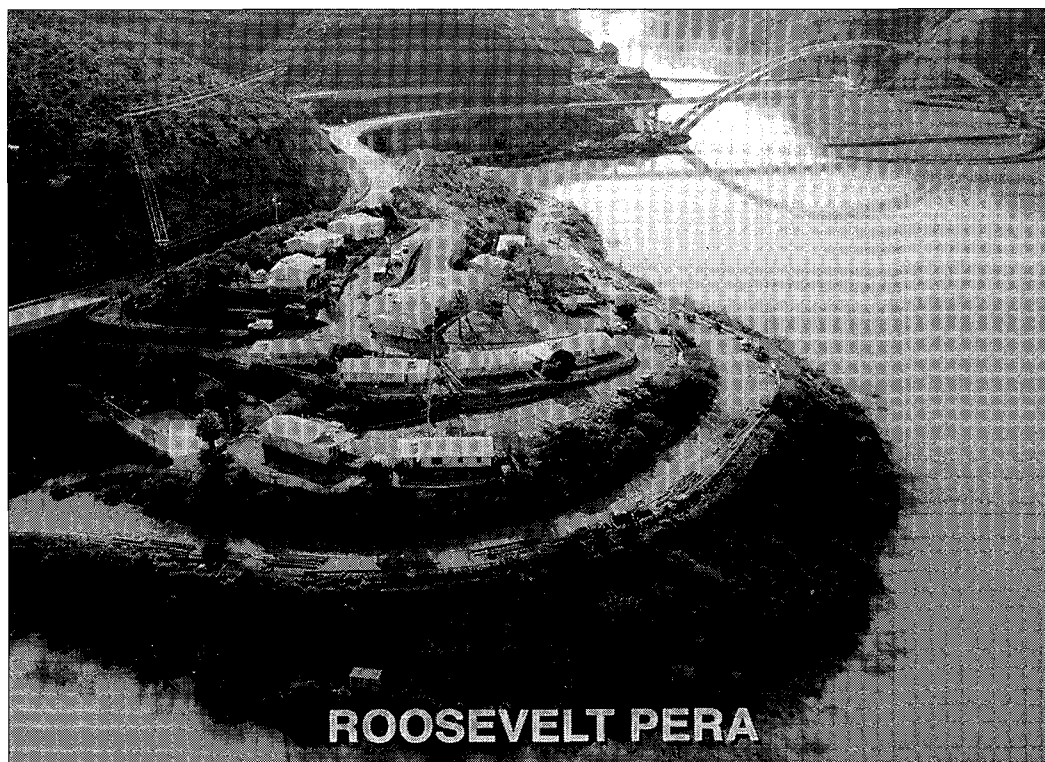
Immediately PERA began work on three of the houses and held the grand opening in March 1979. The other two houses were completed in 1981. During 1996, PERA obtained three more houses in the Roosevelt Lake complex. The staff refurbished the homes and opened them to members for the summer vacation season. Each of the eight cozy homes features beautiful furnishings and each can

sleep up to 10 people comfortably.

In addition to the eight houses, the PERA facilities at Roosevelt Lake include an adult recreation building, a sports court, a playground, a caretaker's home, the divisional offices, a general store, a custom furniture shop, a meeting hall, a full-service banquet kitchen, maintained pathways to the lake, a lakeside swimming area, horseshoe pits and mountain biking.

The Roosevelt PERA Club provides an inexpensive vacation hideaway for its members. Rental rates are very reasonable at \$55 per day. Guests have everything provided for them, with the exception of linens and food.

A staff of three full-time PERA employees and two



In addition to the eight houses, the PERA facilities at Roosevelt Lake include an adult recreation building, a sports court, a playground, a caretaker's home, the divisional offices, a general store, a custom furniture shop, a meeting hall, a full-service banquet kitchen, maintained pathways to the lake, a lakeside swimming area, horseshoe pits and mountain biking.

Table A

PERA Club Facilities

Valley PERA Club

83-Acre Park
Lighted Softball Field
Recreation Offices
Two-Story Clubhouse
Employee General Store
General Store Warehouse
& Office Building
Swilling's Cocktail Lounge
Administration Annex
Big Screen Televisions
Billiard Table
Fitness Center Building
Dance Hall
Assembly Hall
Lighted Swimming Pool
Locker Rooms
Shaded Pool Areas
Shaded Game Area
Lighted & Covered Ping Pong Area
Lighted Tennis Courts (4)
Lighted Playground
BBQ Grills
Kitchen Facilities
Big Horn Terrace Meeting Room
Lighted Picnic Ramadas (5)
Shuffleboard Area
Game Equipment Checkout

Snack Bar
10-Acre Grassed Park
Tent (60' x 140') w/ seating for 600
Basketball Court
Archery Range
Fitness Trail
Jogging Track (2.5 mile)
Executive Meeting Center
Maintenance Facilities
Camping Gear Storage
Paint Storage Building
Wood Shop
Covered Maintenance Storage
Deep Pit Bar-B-Que
Administration Building
Haunted House Facility
Grassed Picnic Area
Recreation Warehouse
Remote Park Restroom Complex

Stewart Mountain PERA

Houses (3)
Grass Park
Remote Restrooms
Trails Leading to River

Coronado Generating Station PERA

144-Acre Park
Employee General Store
Sand Volleyball Courts
Divisional Office
Prairie Schooner Cocktail Lounge
Shuffleboard
Billiard Table
Big Screen Color Television
Racquetball Courts
Horseshoe Pits
Banquet Hall
Kitchen Facilities
Picnic Ramadas
Bar-B-Que Grills
Shooting Ranges
Jogging Track
Softball Field
Maintenance Facility
Fitness Center

Navajo Generating Station PERA

17-Acre Park
Divisional Office
Employee General Store

Fitness Center
Big Screen Television
Warehouse
Banquet Facility
Aerobics Room
Meeting Room
Kitchen
Horseshoe Pits
Patio, Ramada and BBQ Area

Roosevelt PERA

Houses (8)
Kitchen/Meeting Facilities
Recreation Hall
Maintenance Shop
Wood Shop
Sports Court
Horseshoe Pits
Bicycle Rentals
Swimming Cove
Caretaker's Home
Divisional Offices
Employee General Store

part-time employees operate the camp during the in-season. The PERA Roosevelt camp is a program that fills a great need for numerous employees. Bookings are very heavy, with holiday bookings made up to a year in advance. The Roosevelt PERA facility has become a valuable asset to the community. PERA offers the Adult Recreation Hall to the Roosevelt townspeople for various civic and business meetings. The Highway Department and the U.S. Forest Service conduct meetings and training there.

The PERA Club also loans tables and chairs to the community for civic functions. The Roosevelt business community is appreciative of the dollars brought into the area by employees on vacation, as well as SRP work crews who continually use the community services.

It is the PERA Club's goal to be an active, helpful partner in the development of the Roosevelt Community.

The PERA Family and Adult Halloween Programs: The PERA Halloween program is a wonderful example of a uniquely tailored program that has become a cherished yearly event.

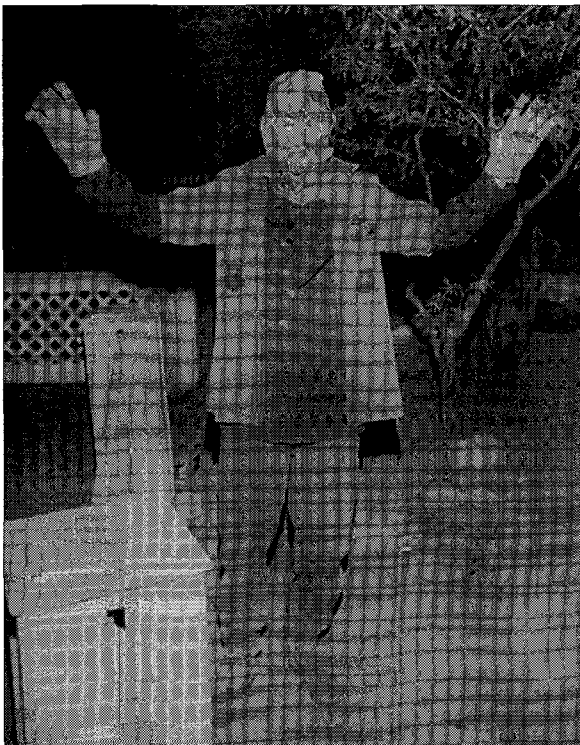
Each year PERA holds a Family Halloween Party for the employees. Staff involvement, creativity and volunteer enthusiasm, as well as maintenance staff time, have always been very

high on this event. This program receives one of the largest activity budgets each year.

The main purpose, for the great amount of energy and funds that are put into the program each year, is to provide a safe environment with good entertainment to entice the children to PERA for Halloween. The PERA Board feels that it is much safer for the "trick or treaters" to be on the PERA grounds than to be wandering door to door and exposed to heavy traffic, pranksters and other unsavory incidents that occur on Halloween night.

In 1974 and 1975 volunteers transformed the lower floor of the clubhouse into a haunted house using panels as walls to form corridors and chambers. This set-up required 3,852 work hours to put the haunted house in place and remove it after both programs. Purchasing new materials each year was also expensive. For six weeks we lost the use of the first floor of the clubhouse building. This too was a major problem because groups could not hold classes and meetings in the lower meeting rooms.

In 1976 and 1977, so as not to lose the use of the clubhouse, the group moved the haunted house outside into a large tent. The tent was expensive and we still needed to use clubhouse space for interior construction purposes. In 1978, we brought the program inside again. Building loss, damage and high labor requirements figured significantly in the cost of the program.



**HAUNTED HOUSE AT
HALLOWEEN CARNIVAL**

Each year the staff and volunteers prepared and labored for up to six weeks to make the haunted house realistic for the membership. Following the program, the structures had to be disposed of because of the lack of storage space in which to keep them.

After the 1978 program, with the popularity of the haunted house and Halloween party so high, the group decided to look for a building to be moved to PERA for installation as a permanent haunted house. This idea had been mentioned over the years but it became a reality in 1979, when we received approval to begin the search for a suitable structure.

In September 1979, PERA became aware of a company house in Chandler, AZ that was scheduled for demolition. The PERA Club requested and was granted approval to relocate the house on September 10, 1979. House movers delivered the structure to PERA just before Halloween in 1979. Since the house needed repairs, instead of offering a Haunted House that year, we set aside the funds for moving and renovation costs.

The group created a new system of rooms, chambers and corridors made from sheets of plywood. They installed electricity, emergency exits and painted the entire inside of the building flat black. They also added catwalks and crawl spaces in the ceiling for volunteer workers during the program. They divided the house into five rooms to be used for special effects and scenes.

The house opened for its trial run on Halloween, October 31, 1980. The reaction was fantastic. A total of 1,475 people went through the haunted house that night, and because of the large crowd, we extended the operating hours to allow everyone to venture through.

As the moon turned full in September of 1982, a small but hearty band of volunteers built a facade in front of the Haunted House and they changed the exterior to a western line camp, complete with a mine shaft. The unusual theme attracted even more visitors.

In 1983 the same bunch of volunteers returned again to shape the area into a castle, complete with towers, a draw bridge and moat. They found materials for the castle construction in various company dumps and construction trash piles. In 1984 they added a castle wall completely encircling the old frame house. Volunteers spent over 10,000 hours during the year on the event.

In 1986, PERA improved the structure of the building and added a graveyard out back.

Each year volunteers select a theme then arrive nightly after work, for several weeks, to construct the best scenery and most realistic atmosphere.

In 1996, our volunteers created a Haunted M*A*S*H Unit, complete with hospital tents, jeeps, trucks, ambulances, Rosie's Bar and, of course, a cross-dressing Klinger.

Obviously, the Halloween Program is quite a production, but our volunteers look forward to it with great anticipation on a yearly basis.

In summing up, the purchase of a permanent Haunted House facility for the PERA Club is beneficial in the following ways:

1. It frees the clubhouse for activities, meetings and classes.
2. The massive amounts of paid labor hours are for the most part eliminated.
3. The program funds can now be shifted from labor dollars to more productive activity dollars.
4. All Halloween props, equipment and materials can be stored in the Haunted House from year to year.
5. The volunteers are no longer restricted as to when they can begin on a yearly project because of facility or tent requirements.
6. The house can remain intact for other program activities such as Day Camp, interns and tours.

This program, with the addition of the permanent Haunted House, has become an outstanding event. The challenges along the way were many and varied; however, they were met successfully. PERA now has a unique facility tailored to our membership.

The Great Arizona Duck Race: Each year PERA and SRP combine to host the "Great Arizona Duck Race." The Valley PERA Club is the site of the event, and Savannah River Project is the major corporate sponsor.

The Fiesta Bowl uses their massive volunteer organization to staff the event. The Duck Race proceeds benefit The Scottsdale Prevention Institute (S.P.I.), a drug education program for the children enrolled in the Scottsdale School System. This event is their main source of yearly income. The Fiesta Bowl continues to share the proceeds with S.P.I. even though their organization provides the majority of staff-hours and resources for it.

In 1996, over 50,000 yellow rubber ducks were sold at \$5 each, and 91 larger yellow "corporate ducks" were also sold at \$1,200 each. The "corporate ducks" make up

participants in a preliminary race one hour before the main event. They are dropped in the canal and the first to be caught in a catcher at the finish line wins. The victorious corporate duck wins 50 Fiesta Bowl tickets and a pre-game party for their company.

Two dump trucks release the 50,000 smaller ducks into the SRP Canal, located just behind the PERA Club property. The ducks float down the SRP Canal about one mile where the first 50 are collected, in order, in a catcher. Each duck has a bar code on the bottom, and the winning ducks are scanned to determine their owners. The owner of the first duck to cross the finish line gets a new luxury car, and

49 other prizes are also given, such as Rolex watches, trips and various gift certificates.

PERA is extensively involved in staging this event. The PERA Club Staff handles all facility arrangements, sponsor booths and the VIP Hospitality Tent. PERA supervises installation of bridges for spectators, and the fencing of almost three miles of canal for public safety. PERA also handles barricading, trash and clean-up. The Post Race Party and Awards Presentation takes place in the PERA parking lot, where the new car and other prizes are distributed to the lucky winners.

PERA is proud to have the opportunity to be a large part of this very high profile event in the Phoenix area, which attracts numerous celebrities and media personnel.

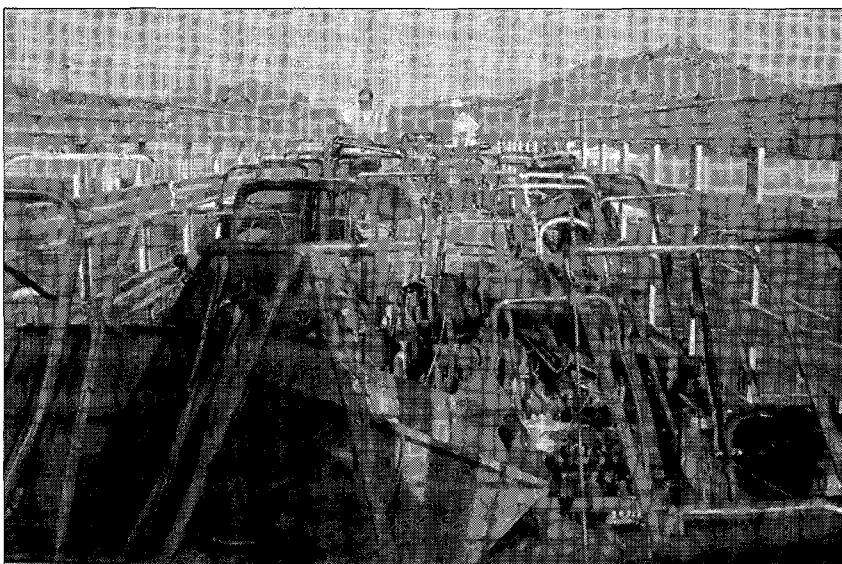
The "Great Arizona Duck Race" was able to raise over \$500,000 for charity in 1996, and remains the largest race of this type in the U.S.

"Mowing Down Pollution" Program: The "Mowing Down Pollution" program was developed as a result of the Governor's Task Force on the Ozone. The primary objectives were to take positive action to address the Valley's air quality problem, improve SRP's image, and enhance customer satisfaction. The program took place at the Valley PERA Club in August of 1996.

Mowing Down Pollution was an SRP success on many different levels: the enhancement or development of positive customer perceptions and relationships, positive environmental leadership, governmental relations and advertising and media coverage. The overall success of Mowing Down Pollution far exceeded initial expectations.

SRP scheduled over 2,500 appointments with customers and employees to recycle their gasoline-powered lawn mowers. During the three recycling event days, participants traded-in approximately 2,000 gasoline-powered lawn mowers and about 100 miscellaneous gasoline-powered lawn care items. Ryobi Outdoor Products, Inc. sold 1,671 electric lawn mowers during the three event days. The balance of the customers recycling lawn mowers and miscellaneous lawn care items could apply for a rebate until October 31, 1996.

The success of Mowing Down Pollution produced a substantial reduction of air pollution, an improved environmental awareness in the community and a successful recycling program.



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Bank of America

San Francisco, CA

*Submitted by Nancy Walter, vice president/manager
(510) 356-8694*

Elements of the Program

Efficient administration: BankAmerica Club is directed by four full-time managers and support staff dedicated to organizing and promoting Club events and allocating funding to chapters. An Advisory Board sets policy and provides expertise to each program area. A new, online MIS has been established to streamline financial reporting and track event attendance statistics and funding allocations. Annual business plans give direction to the Club and document focus areas and funding needs.

Participation through awareness: A number of methods are used to increase employee participation and build awareness of the Club. They include:

Online Calendar: A new, automated calendar will be available late 1997 making it easy for 75 percent of employees to access an up-to-date schedule of Club activities via their desktop computers.

Communications Plans: Annual plans are developed and implemented for both internal and external stakeholders to consistently convey the company's vision of the club.

External Audiences

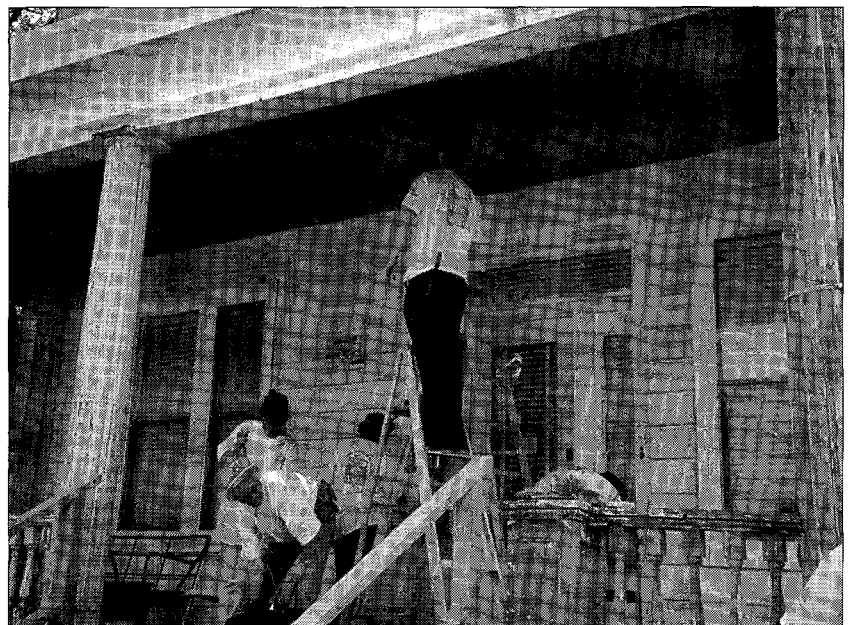
- Press releases/photos of events sent regularly to regional media
- Regular promotion via organizations such as the Diversity Network and the Volunteer Centers of California, of which

TeamAmerica's manager, Roger Hancock, is president

- Frequent staff speaking engagements at conferences, workshops and other national/regional events.

Internal Audiences

- Extensive use is made of posters, fliers, mailers and other periodic print materials to promote individual events



Bank of America employees contribute time and energy to many community service projects like this Christmas in April home renovation program.

- A new newspaper devoted entirely to BankAmerica Club gives employees a consolidated, efficient source of news about the Club on a monthly basis, while reducing paper consumption for other print materials.

Recognition Programs: A number of annual awards programs are designed to recognize employee participation and service:

- Spirit of Giving Awards Program recognizes significant work with social service agencies.
- Speaking competitions rewards Speaking Club members
- Annual Bankwide Awards recognize outstanding Club leadership
- Retiree Volunteer Awards challenge retirees to remain active in the community through company-supported activities

Club Home Page: A home page that will highlight Club events on the company's Intranet network is being developed.

Ongoing Publicity: Features and announcements are placed in print and electronic media to promote Club events and

recognize participants. They include a regular page in the monthly *On Your Behalf* newsletter, frequent columns in the weekly *BankAmerican* and the *Retiree Newsletter* and occasional announcements in the managers' *HR Bulletin* and the video "BankAmerican." The Club is also listed in orientation materials for new hires.

Anniversary Celebration: The club's anniversary this year was celebrated with ongoing events keyed to the different components of the Club. May and June emphasized Social and Recreational activities; September/October, the Diversity Network; November, the Speaking Club; and December, TeamAmerica. Unit managers received gift packets (gift items and informational letters). We held a sweepstakes that selected 75 winners, each of whom received a gift from the Company Store worth \$25. A special anniversary logo was designed and additional promotions and publicity were scheduled throughout the year to support the celebration.

Integration of Club Activities and Corporate Policy: Bank of America's corporate vision ties the interests of employees and the communities in which they live and work with the company's business objectives. The company believes that Bank of America is not only the best place to bank and invest, but also the best place to work. Being a good corporate citizen is good for employees, good for the communities and good for business. BankAmerica Club activities tangibly support the company's vision in thousands of events and thousands of hours of volunteer effort in local communities each year. We believe this gives the strength of consistency and demonstrates commitment to the projects we undertake. Examples include:

- **Environmental Program:** A bankwide program that goes far beyond recycling office paper. BankAmerica has led the way for corporate citizenship via a comprehensive program of grants, lending policies, community activity and employee volunteer participation. In addition to organizing and participating in Club events related to the environment, "Green Teams" of employees generate ideas and formulate plans of action to improve conservation in the office, from proper battery disposal to ridesharing and experimental "Environmental Offices." BankAmerica Club members participate in numerous environmental programs, from beach clean-ups involving thousands of volunteers nationally to



The diversity club holds events that generate better communication among employees.

120 volunteers riding the subway to a New York inner-city school to clean up graffiti.

• **Education Focus:** An innovative partnership with a high school and 12 elementary schools in a Chicago African-American/Hispanic neighborhood. BankAmerica Illinois adopted Orr High School in 1984 in the Adopt-a-School Program, then decided to form a model relationship with the school, creating a community approach to improving urban education. The company has donated \$1.6 million and involved BankAmerica Club members, parents, staff and 25 nonprofit groups in comprehensive assistance. Programs include university-aided curriculum revision, School-to-Work Initiative, an After School Credits program, a parents safety program and internships.

Programs Unique for Bank of America Employees

BankAmerica Club is run by employees and for employees. Employees tell club leaders what types of events and what kinds of programs they want, and what skills they need to acquire. Specific programs include:


Service Learning: The company's hands-on Service Learning program was created to meet employees' needs for skills enhancement. Through this program, they gain skills and experience not formally associated with their regular job duties. The program challenges employees to learn and acquire skills as a volunteer BankAmerica Club officer or leader, or working on community projects. Their development is documented through a Resumes On-line System and becomes part of the employee's performance profile.

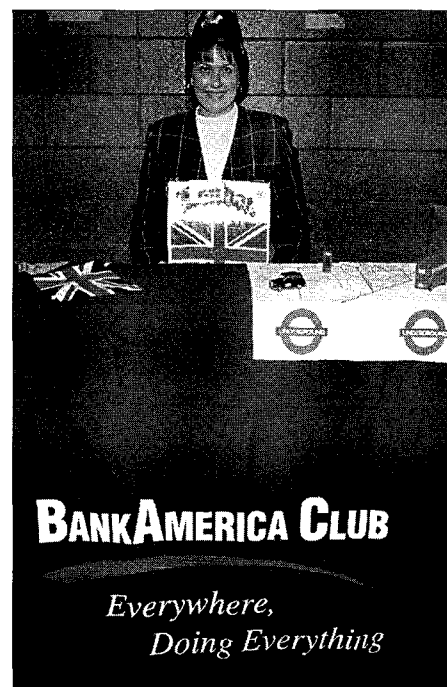
Employees are given Development Worksheets to help them identify what they want to learn or improve and types of projects they might be interested in doing. They also receive a Skills Checklist and a Skills Matrix to help them identify specific ways to attain the goals they set for themselves.

Discount Policy: The Club's current Discount Program is a direct outgrowth of employees' requests. Initially, the discounts offered by a particular chapter varied greatly—some offered dozens, others one or two. Members had to contact a local representative and hope a coupon was available in that chapter for the event they

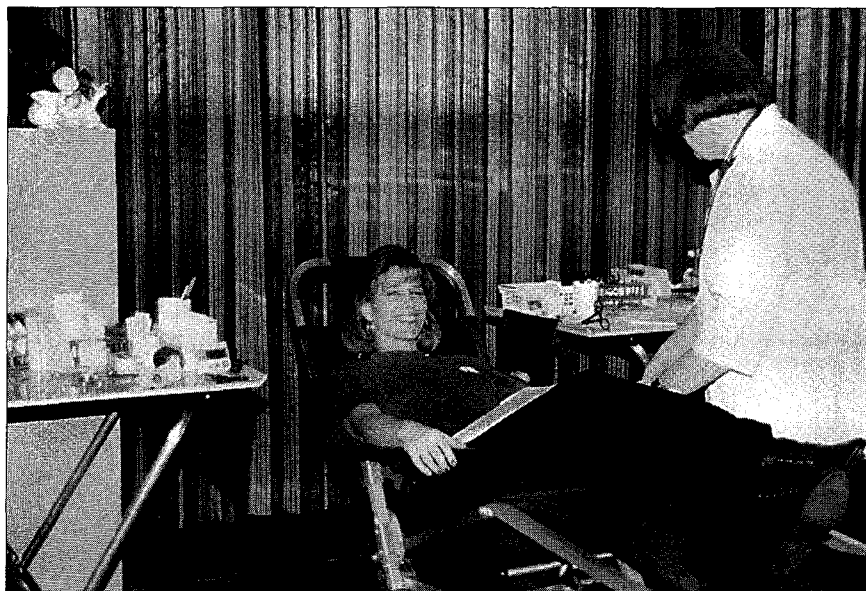
wanted to attend. When employees expressed the desire for consistent availability and ease of use, the program was centralized. Now, employees can order any of 30 coupons from one location by simply completing a short form and sending it through inter-branch mail. Annually, over 15,000 packages are sent out.

Staff managers negotiate with vendors to continually upgrade the value and number of discounts available to employees.

Matching Grant Programs: Programs provide financial support to organizations with which employees volunteer. The annual Spirit of Giving Award gives \$1,000 grants to the nonprofit agencies. BankAmerica Foundation's matching Grant Program provides a direct link between employees' interests and corporate grant-making policy, since employees must suggest their favorite organization, and submit the grant application. 



BankAmerica Club London Chapter offers programs tailored to its employees.



Being a good corporate citizen is good for Bank of America employees, good for the communities and good for business.

NESRA's 1997 Awards of Excellence also recognized winners of the Program of Excellence and its Communication Awards

Program of Excellence Award

The Program of Excellence is awarded in recognition for the most outstanding individual program activity within an overall employee services and recreation program in 1996. Those who entered submitted answers to questions regarding the program's objectives, its description, its history and purpose, evaluation of its success, developing future leadership, financial stability and unusual challenges. The winners provided thorough answers to these questions and provided outstanding materials supporting each answer.

NESRA Proudly Announces the Winners of its Program of Excellence Award:

Phillips Petroleum Company

Bartlesville, OK
Linda Harrison
(918) 661-3864

The PhilWell Point Challenge program gives employees of Phillips Petroleum incentive to develop or increase awareness and motivation toward achieving a healthy lifestyle. By becoming a participant of the PhilWell Point Challenge program, the member is recognized and awarded for positive health behaviors by earning and verifying their points. After becoming a member, the participant receives a membership packet that includes instruction for proper dieting, exercising and adopting healthy behaviors such as smoking cessation, using a food diary and charting a participant's medical history. (See Health Promotion on page 32).

William M. Mercer, Inc.

Seattle, WA
Darrell Goscho
(206) 282-6234

Mercer Brown Bag Series 1996 was a series of six seminars held during lunchtime that gave employees a chance to broaden their horizons in a venue that didn't require them to take time away from their work, homes or families.

After each session, a summary of the speaker's presentation was e-mailed to all employees.

Frito-Lay, Inc.

Plano, TX
Tim Sullivan, (972) 334-5910

The PepsiCo MS1000 bike tour consisted of two cycling events: 1.) a short ride from Dallas to Shreveport with a minimum of \$1,000 in pledges for the National Multiple Sclerosis Society and 2.) a long ride from Dallas to Marietta, GA with a minimum of \$3,000 in pledges.

The PepsiCo Multiple Sclerosis 1000 was designed and executed as a high visibility, unique event to a) provide Frito-Lay Employees' Association bicycle club members a challenging fitness goal; b) energize the Frito-Lay Headquarter's workforce about the Summer Olympics; c) assist the Community Relations department in promoting the company to the community as an action oriented, "can do," caring corporate citizen; d) gain extra advertising/promotion for Frito-Lay's ROLD GOLD pretzel brand, which is positioned as a "better for you" product and e) raise money for a cure of a disease that limits physical activity and is very close to a major breakthrough.

Communication Award

The Communication Award was presented to the organizations that had an outstanding overall communications program dedicated to employee services and recreation in 1996.

Those who entered provided answers to questions regarding the communication program's goals and objectives, its methods of communication, evaluation procedures of the program's effectiveness, unique challenges it has overcome, slated improvements and resources utilized for the program's implementation. Entries also included samples of promotional pieces enclosed in attractive three-ring binders.

NESRA Proudly Announces the Winners of the Communication Award:

DuPont Country Club

Wilmington, DE
Karr Shields-Conaty
(302) 421-1790

2,501-5,000 employees

Ashland, Inc.

Russell, KY
David Dale, CESRA
(606) 329-5904

1,000 employees or less

Blue Cross/Blue Shield of Texas-Motiva

Richardson, TX
Suzi Murphy
(972) 766-7262

NESRA Proudly Announces the Winners of its Chapter Merit Award and the Leonard R. Brice Chapter Award

NESRA's Chapter Award Program's objective is to recognize those chapters that have attained certain levels of achievement. The scope of the program is broad and includes recognition of the chapter's efforts to effectively network among members, promote professional development of members and conduct its affairs in a sound business manner. Chapters need to score points in every category to qualify for an award. Categories include chapter networking and professional development, chapter management and operation and a bonus category. Within these categories a chapter's attendance at NESRA Conferences, its hosting a vendor fair, frequency and participation at local meetings, program variety, continuing education, contributing articles to any NESRA publication, chapter newsletter, member recruitment practices and financial management are some of the factors taken into consideration.

Two levels of recognition may be awarded:

A.) Leonard R. Brice Superior Merit Award—awarded to Chapters earning 1,870 or more points for Chapters under 50 members and 2,620 or more points for Chapters over 50 members

and

B.) Chapter Merit Award—awarded to Chapters earning 1,275-1,869 points for Chapters under 50 members and 2,020-2,619 points for Chapters over 50 members.



The Leonard R. Brice Award: NESRA's highest Chapter Award

Tri-Country NESRA*

Santa Clara, CA

Denise Darab

(510) 498-5680

*currently merged as NESRA of the Bay Area, chapter president Dale Shafer, CESRA, (510) 246-6257

NESRA New York City

New York, NY

Gloria Roque, RVESRA

(212) 456-5250

Tampa Bay/Suncoast Chapter of NESRA

Tampa, FL

Brenda Geoghagan

(813) 870-8707

Chapter Merit Award Winner

Based on its outstanding chapter administration, its effective efforts to provide networking opportunities to its members and its promotion of professional development of its members.

Seattle Employee Services and Recreation Association (SESRA)

Seattle, WA

Gary Walk

(206) 342-8367

NESRA Recognizes Exhibitors for their Exhibiting Skills and Long-Term Commitment

John Davis Best Booth Award

1st Place

Reading's Fun, Ltd.

Fairfield, IA
Sheila Atchley
(800) 689-1771

2nd Place

Florida Keys & Key West Tourist Development Council

Key West, FL
Jessica Fileger
(305) 296-1552

3rd Place

Walt Disney's Magic Kingdom Club

Anaheim, CA
Lisa Hiatt
(714) 781-1550

Longevity Awards

15-Year Exhibitor Longevity Award

San Diego Zoo/Wild Animal Park

San Diego, CA
Mary Lou Antista Suba
(619) 675-7900

5-Year Exhibitor Longevity Award

Caesars Pocono Resorts

Lakeville, PA
David Good
(800) 327-3992

10-Year Exhibitor Longevity Award

Kissimmee-St. Cloud C&V Bureau

Kissimmee, FL
Teresa Akins
(407) 847-5000

5-Year Exhibitor Longevity Award

Choice Hotels International

Silver Spring, MD
Andrea Cremins, Gale Jackson, CHA
(800) 638-6714

***Exhibitor Recognition Award from NESRA's
Education and Research Foundation for Develop-
ing a Program that contributes to the Foundation
throughout the year.***

Get-Away Today, Inc.

Ogden, UT
Tina Billmire
(801) 479-1313

Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

A "How To" Approach to Event Production, Marketing and Sponsorship

Employee club members, corporate special event planners and fair/festival planners will find this 108-page innovative, comprehensive, creative guidebook a useful tool for planning special events. Special Events: Inside & Out offers the following information.

- a start-to-finish master plan
- budgeting and proposals
- committee structures
- securing sponsorships
- publicity and advertising strategies
- working with volunteers

Order Form

Please send me _____ copies of Special Events: Inside & Out at \$18.95 plus \$2 for postage and handling

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (____) _____

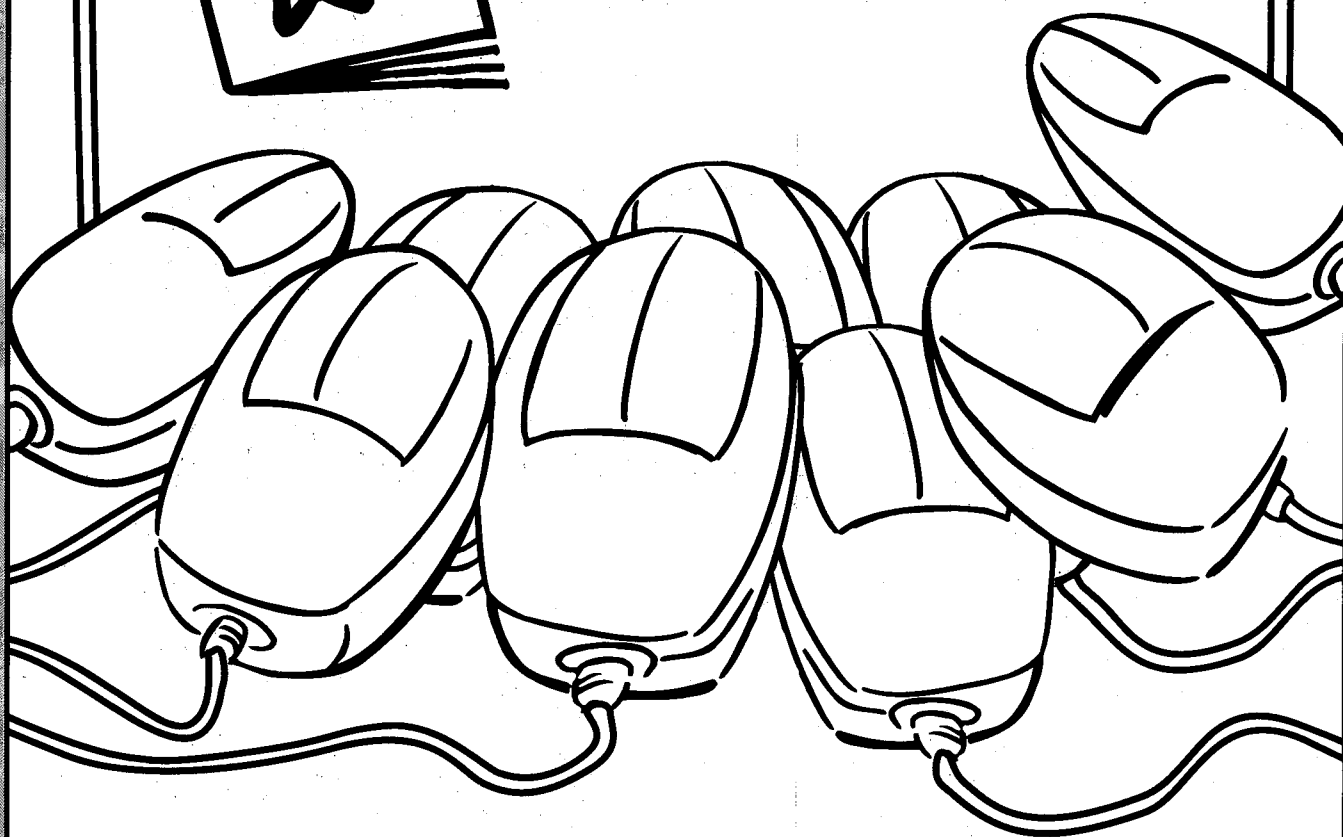
Total Amount Enclosed \$ _____

Send check and order form to:

**National Employee Services
and Recreation Association**
2211 York Rd., Suite 207
Oak Brook, IL 60523-2371



www.pueblo.gsa.gov



9 out of 10 mice prefer it.

If there's a mouse in your house, you can catch the free Consumer Information Catalog online. There you'll find a web site with the latest federal info from more than 40 government agencies.

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even educating your children. In fact, there are more than 250 free publications — complete for you to read or download.

Or you can order the Catalog the way you always have. Just mail your name and address to **Free Catalog, Pueblo, CO 81009**.

But for the fastest info running, mice everywhere are scurrying to the Consumer Information Catalog online.

www.pueblo.gsa.gov (It's the cat's meow.)

Family Vacations *Become More Exciting*

by Donna Green

Read how the travel industry is accommodating families that consider vacation time second only to meal time as an opportunity for the family to interact.



Don't worry about the fingerprints—Great Explorations in St. Petersburg is a hands-on museum for kids of all ages featuring entertaining and educational exhibits, puzzles and challenges. Photo courtesy of Florida's Pinellas Suncoast.

Family vacations used to mean piling in the car to visit relatives, but nowadays it means traveling with relatives. Intergenerational vacations are becoming more popular with people who have

limited leisure time and live a distance from their extended families. Contributing to this trend is the fact that grandparents today are more active than their parents or grandparents were, mainly because they have healthier lifestyles. According to a

Sporting Goods Manufacturers Association survey conducted in 1995, more Americans over age 60 are participating in physically challenging outdoor activities than ever before.

Family travel is a fast growing market. Between 1994 and 1996, the

percentage of Americans who traveled with children rose from 25 percent to 31 percent while those who traveled with another adult declined. Families with children tend to travel more than families without children because today's parents are having children

▼
**On another
 cruise line
 three levels
 of shore
 excursions
 are offered
 based on the
 age of the
 youngest
 person in the
 family,
 including
 infants.**

at a time in their lives when they have two incomes, more disposable income and less family time. Many traditional "adults only" vacation spots are now catering to families. Airlines offer special meals for children on some of their routes with advance notice.

This article presents some examples of how the travel industry is appealing to families. In addition to reading this article, you may wish to consult *NESRA's Buyer's Guide and Services Directory* to research additional offerings.

Intergenerational

In the past decade companies such as Eldertreks and Elderhostel, which cater strictly to the over 55 crowd, expanded to offer Intergenerational trips. One company, GRANDTRAVEL, actually specializes in deluxe tours for grandparents and their grandchildren, with fun-filled itineraries stimulating curiosity, encouraging exploration, and appealing to both generations. Destinations including Washington, D.C., Hawaii, Europe and Africa are selected to enhance the education of young travelers by including information about the area's history and heritage, its people and culture. Special attention is given to natural attractions (glaciers, jungles), historical sites and cultural attractions.

GRANDTRAVEL escorts are teachers or leisure counselors who are responsible for the academic component of the tour. Many seniors enjoy these excursions more when seen through their grandchildren's eyes.

Cruising

Cruise lines are luring families with new offerings ranging from separate programs for tots, 5-12 year-olds and teens with a variety of activities geared to each age group; to babysitters available 24-hours a day; to special rates for family reunions held on their ships.

Travelers will find one cruise line has children's programs for four age groups, all closely supervised by trained counselors. On another cruise line three levels of shore excursions are offered based on the age of the youngest person in the family, including infants. Level 1 features glass-bottom boats and seaplane flightseeing. Level 2 (ages 6 and up) includes catamaran cruises and submarine rides. For kids over age 12, Level 3 excursions include snorkeling and sailboat cruises. On all shore excursions, children must be

accompanied by a parent. Special children's menus offer favorite foods.

Caribbean

On Barbados, the all-inclusive Almond Beach Village has a separate area dedicated solely to vacationing families, including a family restaurant with special menu selections for kids, pool, a playground and a bandstand for live entertainment. Day care for children under four years is provided from 9:00 a.m. to 5:00 p.m. daily. "Kids' coordinators" are available from 9:00 a.m. until 10:00 p.m. to supervise activities (divided into three age groups) that include water sports, field trips, pool activities, boat rides, story time, nature walks and even a tie-dye class. Parents can enjoy their day of golfing, tennis, scuba or just relaxing knowing that their kids are in good hands. Many other resorts worldwide offer similar activities for children.

Club Med, which in the past catered exclusively to singles, now has five properties where children under five stay free and guests over 55 years of age receive discounts.

Adventures

Many adventure companies such as Backroads, which specializes in biking and hiking trips, are going out of their way to make sure families enjoy their leisure time. In addition to reduced rates for children on special family trips, Backroads offers child trailers, which are designed to be pulled behind a bicycle and comfortably hold one or two young children. While 5-7 year olds are usually old enough to ride their own bikes, they may have difficulty keeping up with the adults, so this year Backroads is offering piccolos, which attach to an adult bike in tandem, so a child can have his/her own seat and pedal or just trail along. For 7-14 year olds, 20" and 24" rental bikes are available. On family trips, sports equipment such as volleyballs, badminton sets, hackey sacs and, even an arts and crafts box are provided.

Wilderness River Trips in Oakland, CA, has two family whitewater rafting trips a year on both the Rogue and Salmon Rivers. On the "Kid Trips" an extra staff person who has over 10 years experience as a fun director is on hand to organize activities for 7-11 year olds. More "kid friendly" food is featured on these trips.

Passages to Adventure offers a seven-day mountain challenge that consists of whitewater rafting, backpacking, caving, rock climbing,

rappelling and a ropes course. The challenge places emphasis on achieving success while working together with others. No previous experience is required and the minimum age is 12 years with no upper age limit that makes this a great intergenerational adventure. Other adventure trips are geared toward families with children as young as four years old.

Crow Canyon Archaeological Center, a nonprofit organization dedicated to archaeological research and education has several "family weeks" allowing parents, grandparents and students over age 12 to participate in lab, field work and experimental archaeology.



With grandparents more healthy and active, it's becoming more common for grandparents to take grandchildren on trips. The travel industry is responding to this trend with new offerings.

Riding

Another tried and true family vacation—the dude ranch—is incorporating activities according to children's ages. Tanque Verde Guest Ranch in Tucson, AZ has a separate Children's Dining Room and prefers that the children eat together. A sample of a day's activities starts with a 7:00 a.m. horseback ride before breakfast, followed by lessons and a trail ride. There is time for swimming in an indoor pool before lunch; lessons after lunch and then art classes or fishing until 3:00 p.m. Children 12 and older have the option of joining the kids program or the adult program. Other ranches offer reduced rates for nannies who accompany the family.

Attendance at National Parks has been increasing each year. Despite funding cutbacks, Ranger Programs are available and informative for all ages. With attendance as high as 9 million visitors per year and campgrounds filled as early as 8:30 a.m., camping reservations for the 14 busiest National Parks can now be made by phone through Ticketron. Camping and hiking are great intergenerational activities because the youngest and the oldest tend to have about the same physical abilities. Grandma can hike with the younger members of the family at one pace, while parents and older kids can go faster.

According to Jim Hansel of REI, which sells outdoor equipment and gear, sales of family-sized tents and accessories, baby backpacks, bike trailers and children's hiking boots and rugged outerwear have been phenomenal the last few years.

Internet

The Internet opens up a whole world of vacation ideas. About 9 percent of Americans say they have used the Internet to get travel information. My 11-year-old nephew recently planned a family vacation using information he found on the Internet, including air schedules and fares, car rentals, hotels, and points of interest. CDs are available for the computer that have a wealth of information on vacation planning and maps. Most kids are eager to use the computer and are quite adept at "surfing the Net." On a family trip to Europe, before the days of the Internet, my 10-year-old daughter suggested a route based on something she had studied in her geography class. The result was a delightful, scenic drive with a stop for a snowball fight, that we would have missed had I followed my original plan. Kids will be more interested in activities if they help plan the vacation.

Conclusion

Family travel is no longer considered a status symbol but is considered second only to meal time as an opportunity for the family to interact. About 20 percent of families spend their vacation time at home compared to 48 percent several years ago. Travel agencies are devoting more time to developing and promoting family vacations, because regardless of their budget, families will be traveling more in the future.



Donna Green is a travel consultant specializing in adventure travel. She can be reached at (630) 629-5686.



Keeping Control When Outsourcing Your Store

by Cynthia Helson, editor

▼
Consider this solution when your store is taking too much of your time or when you need key store staff.

Phil Hall, CESRA, manager employee services at Compaq Computer Corporation that includes the Association of Compaq Employees (ACE) in Houston, TX was in a position for opportunity last winter. He is responsible for operating The ACE Store, an employee store that is 650-700 sq.ft. and open primarily from 11 a.m.-1 p.m.

In the store, 95 percent of the merchandise is logo items such as wearables—shirts, caps and infant clothing. It also includes office items, watches, clocks, greeting cards, pantyhose, golf balls, towels, film processing, discount tickets, executive gift items and music CDs and tapes.

The store was staffed by one employee and employee volunteers who gladly gave up their lunch hours to work in the store.

It was at this time that Hall's store employee, who had been in the position for five years, decided to leave the company to pursue personal interests. In addition to running the employee store, this employee was also the bookkeeper for the employee association.

When the employee chose to leave, Hall took into consideration four things. "First, I was losing a key employee. She ran the store for five years. I considered hiring another person, but it would have been difficult to find someone with the same skills. Second, staff scheduling became inconsistent when some volunteers needed to work at their desks. Third, the company was encouraging me to hire an independent CPA for auditing purposes. Fourth, Compaq is building a new facility for its cafeteria. Travel services and employee services will be moved to a more central and possibly larger location within 18 months."

Hall's Response

First, he hired an independent CPA. Then he took a look at his supplier that was providing most of the inventory for the store. They have managed catalogs and fulfillment for other companies and even a small gift shop at a national park. Hall approached the supplier and asked them if they would be interested in managing the store. "Of course, they said yes," says Hall. He explains, "Compaq provides the store space, most fixtures and computer hardware and software. We allowed the supplier to take over all of this in exchange for an association commission on items sold in the store and through our catalog. In addition, we get a commission from many other products they sell to Compaq employees."

"We have not given up control of the store," says Hall. "The contract is written so that we have the right of refusal in every area such as what goes in the store and staff. If we think a staff person is not working out, we have the right to say so and to see something done about it." Hall adds, "We have not lost anything in terms of control."

Advantages

There are five advantages. First, this relieves Hall and his other staff person from most store responsibilities. "This gives us the long-term ability to do other things." Second, Hall says, "There's an inventory liability release." His association no longer has to purchase inventory or insure it. Third, consistent staffing will lead to expanded store hours. Fourth, Hall explains, "Now the supplier places the order directly. We don't have to tell them what to order." Fifth, Hall benefits from the supplier's expertise. "The supplier knows what will sell and what won't long before we know that."

Challenges

Every change brings with it an adjustment phase. There are challenges to overcome. Hall says, "The transition is not going as quickly as I would have liked it to go. It took the supplier longer than expected to find their main staff person."

Bringing outsiders into the company presents its challenges as well. "As with any large company, this company has a culture. It takes time to educate store staff about the culture and how to operate within it," explains Hall.


"There's also a learning curve for the staff to learn how to properly use the point-of-sale system. Because of this, monthly reports have been slow in coming. It's taking longer to see the numbers and to monitor how the operation is going."

Advice to Others

This experience allows Hall to offer advice to others considering outsourcing their stores.

First is an issue that is crucial to any change employee services providers consider. "It's important that the company supports the idea to outsource." Second, Hall recommends, "Make darn sure there's a contractual relationship. A contract should lay out who will do what and when. This should be a win-win situation for both parties involved. Remember, though, the purpose of the relationship has got to be to serve employees more efficiently." Hall advises others to move slowly. He also says that there probably are other suppliers out there that will set up a similar arrangement.

Future Plans

As was mentioned earlier, the store will be moving to a central location in the new facility. Hall expects the store to expand from 650-700 sq. feet to 1,000 sq. feet. He is also considering expanding the inventory line to include electronics, video rental and convenience items. 



Phil Hall, CESRA, is manager, employee services, Compaq Computers (ACE) in Houston, TX. He is also NESRA's President-Elect and can be reached at (281) 514-6690, e-mail: PHall@netgate.compaq.com

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PhilWell Point Challenge

by Linda Harrison

This wellness incentive program earned a NESRA Program of Excellence Award. It is a program that makes adapting a healthy lifestyle attainable and desirable for employees at sites without fitness centers.

Point Challenge is an organized program at Phillips Petroleum Co., Bartlesville, OK, intended to assist employees and family members in making voluntary behavior changes that will reduce their health risk and enhance their individual productivity. Point Challenge was initially implemented in April 1996 and is on-going.

Advantages of PhilWell Incentive Program

- No time away from work
- Low cost to implement
- Reinforce healthy behavior
- Decrease absenteeism
- Available to all employees; not site dependent

The PhilWell Point Challenge program gives employees of Phillips Petroleum incentive to develop or increase awareness and motivation toward achieving a healthy lifestyle. By becoming a participant of the PhilWell Point Challenge program, the member is recognized and awarded for positive health behaviors by earning and verifying their points. After becoming a member, the participant receives a membership packet that contains the following items:

1. PhilWell Point Challenge Brochure

2. PhilWell Point Challenge Program Point System Form
3. PhilWell Representative Listing
4. PhilWell Wellness Survey
5. Family Medical History Chart
6. Ideal Height and Body Weight Chart
7. Food and Exercise Diary
8. PhilWell Video Library Listing and PhilWell Video Request Form
9. Wellness information regarding nutrition, stress, exercise, etc.

Participants can earn their points in a variety of ways (see Table 1). All points are submitted and are good for one year. By earning 400 points, the participant is entered into a quarterly drawing for a \$1,000 Savings Bond. If 600 points are achieved, the participant has two chances to receive the Savings Bond. When 800 points are verified, then three chances are given to win the Savings Bond.

Filling a Need

The PhilWell Point Challenge program was developed in response to numerous requests from the field location employees. At that time access to PhilWell activities were only offered at larger Phillips Petroleum sites. The program was designed and approved by management.

The program was designed to enhance the existing PhilWell program. Point Challenge allows all employees access and involvement in PhilWell at any Phillips Petroleum location.

PhilWell Point Challenge Program Point System Form

Points Achieved Annually	Points	Verification
Smoking Abstinence		
Smokers: Abstinence for 16 consecutive weeks	100	_____
Non-smokers	100	_____
Women (40 and older)		
Mammogram Exam	100	_____ *
Women (under 40)		
Complete a family medical history chart (provided in Point Challenge start-up package)		
Check out and watch the Women's Self-Care Video		
Total Point Value	100	_____
Men (40 and older)		
Prostate Exam	100	_____ *
Men (under 40)		
Complete a family medical history chart (provided in Point Challenge start-up package)		
Check out and watch the Men's Self-Care Video		
Total Point Value	100	_____
Cholesterol Screening	25	_____ *
Body-Fat Composition Analysis	25	_____ *
Blood Sugar Test	25	_____ *
Earn First Aid or CPR Certification	25	_____ *
Complete a Wellness Survey	10	_____
(provided in Point Challenge start-up package)		
Points Achieved Every Six Months	Points	Verification
Maintain a record of 0 UAB (for illness only) days for 6 cons. months	100	_____ *
Maintain ideal body weight for six months	100	_____
Dental Check-up	25	_____ *
Set and Achieve a Weight Loss Goal		
Points awarded for each 10 pounds lost towards ideal body weight	25	_____
Points Achieved Quarterly	Points	Verification
Maintain an Exercise Program		
Aerobics—16 consecutive weeks	100	_____
Weightlifting—16 consecutive weeks	100	_____
Sports Activities—8 consecutive weeks	50	_____
Stretch and Flex—8 consecutive weeks	50	_____
Taking the Stairs—4 flights 3 times a week for 16 cons. wks.	50	_____
Maintain a Low Fat Diet for 16 cons. wks & complete 1-wk. Food Journal (provided in Point Challenge start-up package)	50	_____
Limit Alcoholic Drinks not to exceed two drinks a day	25	_____
Blood pressure check	25	_____ *
Maintain a Daily Personal Journal—16 consecutive weeks	25	_____
Take the Stairs	25	_____
Participate in Blood Drive	25	_____ *
Wear Seat Belt as Driver & Passenger—16 cons. weeks	15	_____
Points Achieved At Anytime	Points	Verification
Watch 3 Videos from PhilWell Video Library	25	_____
Attend a PhilWell Seminar or Screening	10	_____
Attend a Wellness or Safety Workshop	10	_____
Watch any video from the PhilWell Video Library	5	_____

Rules of the Point Challenge Program

Points are submitted at 400, 600 and 800. Do not resubmit the first 400 points. Send only the 200 newly achieved points to reach the 600 point level; and 200 newly achieved points to reach the 800 point level. Approved points are good for one year. Retain a copy for your records and future updates.

Please comply with the time designated for PhilWell points, i.e., annually, six months, quarterly and points achieved anytime.

Verification: Place your initials in the space provided. If there is an * the appropriate initials from either your supervisor, physician, health professional or instructor is needed. **VERIFICATION FROM THEM IS IMPORTANT!!**

Complete the information below at 400, 600, and 800 point segments: return to PhilWell, B-FPTC, Bartlesville, OK

EMPL # _____ SSN _____ NAME _____

SBU/STAFF _____ COMPANY ADDRESS _____

DAYTIME PHONE _____ USER ID _____

COMPLETED POINTS 400 _____ 600 _____ 800 _____ CHECK ONE

EMPLOYEE SIGNATURE _____ DATE _____

Return this completed page to PhilWell and start the next point segment. Thanks for taking part in PhilWell Point Challenge. YOUR lifestyle choices make a difference in your health.

Employee Evaluation

Participating employees constantly provide on-going feedback to Point Challenge administration regarding suggested changes and positive compliments of the program. The employees participating in PhilWell seminars earn 10 points toward Point Challenge. All participants are given evaluation forms to provide feedback on the presentation.

Employer Evaluation

The program is reviewed and evaluated by Phillips Petroleum administrators and management carefully before submitting the annual Wellness budget. Any necessary adjustments are made periodically based on employee and management feedback.

Developing Leadership and Recruiting Volunteers

The initial leadership of the program design and proposal came from a summer wellness intern. The PhilWell Point Challenge program now involves Phillips Petroleum health

professionals, recreation staff, participating employees and the current wellness intern. This leadership role provides a larger input regarding program changes.

All existing PhilWell area representatives are involved in the design and implementation of Point Challenge. These area wellness representatives were supportive of PhilWell prior to Point Challenge. They were recruited to initiate awareness and enrollment for Point Challenge. They have all been very receptive and supportive to Point Challenge. Three new area wellness representatives have volunteered since Point Challenge was implemented in April of 1996.

Training


The PhilWell area representatives are trained to help with the health screenings. Three Phillips Petroleum sites have wellness committees that volunteer to assist in planning and implementing all PhilWell programs involving Point Challenge.

Budget Allocation

The PhilWell Point Challenge coordinator carried out the coordination and budgetary responsibilities. The budget is aligned through the medical division and all responsibilities are approved by the medical director and the vice president of health, environment and safety.

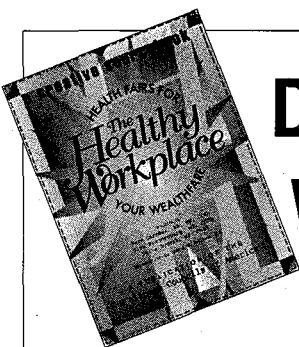
Challenges

Have there been any unusual challenges that surfaced in accomplishing any phase of this program? The greatest challenge was selling the program to management and obtaining approval for the resources needed to support the program. By providing cost projections, cost justifications and a strong commitment to Point Challenge this step was mastered. Phillips Petroleum management realized that the program would benefit not only the participating employees but also the company.

Another challenge is keeping Point Challenge updated along with keeping participating employees updated. The program remains successful due to an annual review of Point Challenge and on-going feedback from employees. Communication is provided through frequent mailings of letters, flyers and articles in *Phil News*, the company newsletter. 

Linda Harrison is director, administrative services, at Phillips Petroleum Company, Bartlesville, OK, (918) 661-3864.

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If the website doesn't provide a "last updated" message or otherwise date its content, check out some of its links. If more than a couple are no longer working, the information at the site may no longer be up to date either.

5. Try to verify the same information elsewhere.

This is particularly important if the information is at odds with your previous understanding or if you intend to use it for critical purposes such as an important health, family or business decision.

Ideally, you should confirm the information with at least two other sources. Librarians and information scientists call this the "principle of triangulation of data." Spending a bit of time validating the material, through the Internet or at a local library, can be well worth the investment.

6. Find out how others feel about the reliability and professionalism of the website you're looking at.

There are a number of review guides that offer evaluations of other sites. Some of these guides review thousands of sites, however, with some reviews being more substantive than others.

Here are three excellent, relatively new review guides that you may not have heard of:

Argus Clearinghouse
<http://www.clearinghouse.net/chhome.html>

Mining Company
<http://miningco.com/>

Readers Digest's LookSmart
<http://www.looksmart.com/>

Bottom line

With any information you come across on the Net, the watchword is "Caveat lector"—Let the reader beware.

If you'd like to delve further into the issue of information credibility on the Internet, try these websites that let you do just that:

Evaluating Internet Information
<http://www-medlib.med.utah.edu/navigator/discovery/eval.html>

Evaluating Quality on the Net
<http://www.tiac.net/users/hope/findqual.html>

Thinking Critically about World Wide Web Resources
<http://www.library.ucla.edu/libraries/college/instruct/critical.html>

Internet Source Validation Project
<http://www.stemnet.nf.ca/Curriculum/Validate/validate.html>



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Alaska Airlines is pleased to provide NESRA members with special fares for travel to the 1997 Western Region Conference in Seattle. Call Alaska Airlines Group Desk at (800) 445-4435 and use I.D. # CMZ0172 to get rates.

Alaska Airlines

Information on the Internet Often Bears a Double Check

by Reid Goldsborough

Did you know that TWA Flight 800, the commercial airliner that tragically crashed last summer off Long Island, was accidentally shot down by a U.S. Navy missile?

OK, this was just a rumor that was circulating on the Internet last year. But some people believed it, including such respected authorities as Pierre Salinger, former ABC News correspondent and one-time press secretary to John F. Kennedy. Salinger embarrassed himself by announcing to the world that he had "indisputable" proof, only to have his proof quickly debunked.

The fact is, the Internet is chock full of rumors, gossip, hoaxes, exaggerations, falsehoods, ruses and scams. Though the Net can reveal useful, factual information that you'd be hard pressed to find elsewhere, it can also appear to be a gigantic electronic tabloid.

"Information on the Net has an aura of credibility that it may not warrant," says Joyce Flory, Ph.D., a Chicago-based co-author of five books about the Internet.

Can you ever trust the Internet? Sure you can. You just need to apply critical thinking in evaluating the information and advice you come across. Here's a six-step approach to doing this.

1. Just as you shouldn't judge a book by its cover, don't judge a website by its appearance.

Sure, if a Website looks professional rather than slopped together, chances are greater that the information within it will be accurate and reliable.

But looks can and do deceive, frequently. A flashy site can merely be a marketing front for quack health remedies or an illegal pyramid scheme.

2. Try to find out who's behind the information.

If you're looking at a website, check if the author or creator is identified. See if there are links to a page listing professional credentials or affiliations. Be very skeptical if no authorship information is provided.

If you're looking at a message in a Usenet-newsgroup or Internet mailing list, see if the author has included a signature—a short, often biographical, description that's automatically appended to the end of messages. Many people include their credentials in their signature or point to their home page where they provide biographical information.

3. Try to determine the reason the information was posted.

Among those who create websites are publishing companies, professional and trade organizations, government agencies, nonprofit organizations, for-profit companies, educational institutions, individual researchers, political and advocacy groups and hobby groups.

Each has its own agenda, sometimes explicit, sometimes hidden. Unearth the agenda and keep in mind when evaluating the information presented.

Similarly, look behind and between the words posted in Usenet and mailing list discussions. Is the author trying to promote his/her own ends or be helpful? You can often do both, but not always.

Someone posting inside information about a stock, for instance, probably has his/her own interests at heart, not yours.

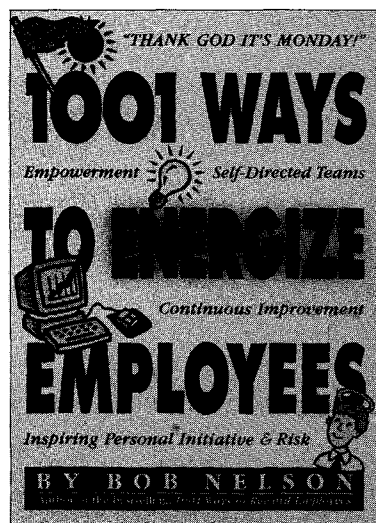
4. Look for the date the information was created or modified.

Unless you're doing historical research, current information is usually more valid and useful than older material.

(continued on page 35)

Reid Goldsborough is author of the book *Straight Talk About the Information Superhighway*. He can be reached at reidgold@voicenet.com or <http://www.voicenet.com/~reidgold/>.

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1,001 Ways to Energize Employees by Bob Nelson

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to *1001 Ways to Reward Employees* and the forthcoming *365 Ways to Manage Better Page-A-Day Perpetual*, he's the co-author of *Consulting for Dummies*, to be published by IDG Books in mid 1997.

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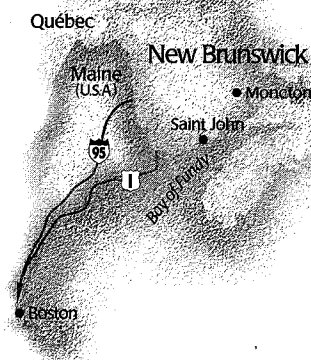
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(see page 13, register on page 18)

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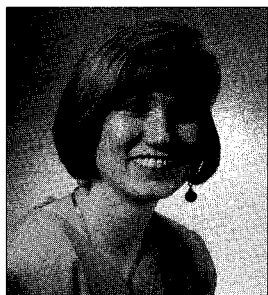
Seven Tips for
Publishing and
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By Ron Solberg



Light Up Your Life

by Cynthia M. Helson
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Are you feeling overworked, unappreciated and burned out? Give yourself something to look forward to. Get out, meet new friends, soak up new ideas at NESRA's 57th Annual Conference and Exhibit held April 29 - May 3, 1998 at Disney's Coronado Springs Resort.

You would expect me to rave about NESRA's conference, but listen to what other NESRA members say:

"NESRA's Annual Conference always leaves me refreshed and filled with enthusiasm—the networking is super, the opportunities offered in leadership have been invaluable in my personal and professional life."

—Judy Wind, RVESRA, ITT Hartford, Simsbury, CT.

"The NESRA Conference provided an excellent educational program that was on the cutting edge of corporate downsizing and outsourcing that met my specific needs."

—Mark Funkhouser, Weyerhaeuser Company, Federal Way, WA

"The conference is a great way to learn new ideas from fellow NESRA people. The exhibitors are super in giving me new ways to save money for our nearly 12,000 employees both active and retired."

—W. Neal Siebold, Baltimore Gas & Electric Co., Baltimore, MD

Turn to page 13 to get a glimpse of what's in store for NESRA's 57th Annual Conference and Exhibit. We're planning some new features this year!

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at Cyn.Helson@aol.com or at <http://www.nesra.org>.

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*The components
of a
well-rounded
Employee Services
Program*



The Employee Services Umbrella



Recreation Activities

Employee Store

United Way

Discounts

Dependent Care

Service Awards

Health Promotion/

personal

development

Blood Drives

Travel

Special Events

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National Employee Services and Recreation Association

September 1997

Dear NESRA Members:

It is my privilege as your 1997 President, together with the NESRA Board of Directors, to share our Association's Annual Report for 1996 with you. NESRA is audited annually by an independent accounting firm, Skalitzky & Noonan, Ltd., in Palos Heights, IL.

As we approach the turn of the century, NESRA's future continues to be bright. Technological advances are positioning NESRA to lead the employee services field across the threshold into the 21st Century. I challenge you to be an active and integral member of the NESRA team as the future of employee services further entrenches itself in the corporate world.

1996 NESRA Highlights

- NESRA held a very successful Annual Conference and Exhibit in Las Vegas
- NESRA gained a presence on the World Wide Web
- NESRA of Oregon became chartered as a NESRA Chapter
- A Long Range Planning session was conducted in August 1996
- The Northeast Region hosted a successful Regional Conference in September in New Jersey
- The Southeast Region hosted a successful Regional Conference in February in Orlando

Sincerely



Beverly Weiss, CESRA
President

1996 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 1996 AND 1995

	1996	1995
ASSETS		
CURRENT ASSETS		
Cash and equivalents	\$ 175,290	\$ 215,404
Accounts receivable	12,490	15,494
Prepaid expenses	62,079	55,234
TOTAL CURRENT ASSETS	\$249,859	\$286,132
FIXED ASSETS		
Furniture and equipment	\$ 71,547	\$ 70,196
Less accumulated depreciation	45,095	42,559
	26,452	27,637
OTHER ASSETS		
Office security deposit	\$ 2,076	\$2,076
TOTAL ASSETS	\$278,387	\$315,845
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 41,543	\$ 25,748
Accrued expenses	19,295	15,057
Accrued Income Taxes	—	—
Deferred income	141,945	177,641
TOTAL CURRENT LIABILITIES	\$ 202,783	\$ 218,446
NET ASSETS	75,604	97,399
TOTAL LIABILITIES AND NET ASSETS	\$ 278,387	\$ 315,845

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDING DECEMBER 31, 1996 AND 1995

	1996	1995
REVENUES	\$954,751	\$824,402
EXPENSES	976,546	863,634
INCREASE (DECREASE) IN NET ASSETS	\$(21,795)	\$(39,232)
NET ASSETS Beginning of Year	97,399	137,496
NET ASSETS End of Year	\$ 75,604	\$ 97,399

NESRA EDUCATION AND RESEARCH FOUNDATION 1996 FINANCIAL STATEMENT

REVENUES	\$14,585
EXPENSES	14,463
EXCESS OF REVENUES OVER (UNDER) EXPENSES	(121)
NET ASSETS 1/1/96	28,100
NET Assets 12/31/96	\$ 28,221

NEWS

IN BRIEF

▼ Resume Blunders

Unemployment rates may ebb and flow, but there's never a shortage of unfortunate resume blunders making their way to hiring managers. Job seekers should take note that attempts to land that dream job may be foiled if they don't take proper care when preparing resumes.

"Resumania" is the term Robert Half, founder of Accountemps, coined to

describe the sloppy mistakes, typos and use of inappropriate information in job candidate's resumes, employment applications and cover letters. Take a look at these recent examples of "resumanias" from Half, his colleagues and other business professionals:

- Excellant at people oriented positioons and organizional problem solving.
- I am a great team player I am.
- I have lurnt Word

Perfect 6.0, computer and spreadsheat programs.

- Very experienced with out-house computers.

▼ The Grass is Always Greener

The three things home-based professionals miss least about a traditional office are the commute, the boss and fixed hours, reports *USA Today*. What these same people miss the most are company benefits (26 percent), interaction with co-workers (25 percent), financial security (23 percent) and resources (8 percent).

▼ Earning Three- Quarters of A Million Dollars More

Although many students are already settled in dorm rooms for the semester, more than one million other educational "have nots" are left in their wake, shut out from a system that is unaffordable, inflexible and unimaginative. In a study by Jones Education Company (JEC) and Marketing and Research Resources, Inc. (M&RR), almost 78.9 percent of high school juniors and seniors intend to go on to college.

However, of the roughly 2.6 million high school graduates each year, only 61.9 percent, or about 1.5 million, enroll, according to the American College Testing Program, and only 28.4 percent or 725,000 students, actually graduate from college, according to the U.S. Department of Commerce.

This educational drop-off has enormous economic implications. According to the U.S. Bureau of the Census, in 1994, college graduates earned 73 percent more than high school graduates. Assuming the average person spends 44 years in the workplace, a college graduate could expect to earn almost three-quarters of a million dollars more than his/her high school counterparts.

The study cites cost as the number-one stumbling block for the 21 percent of high school juniors and seniors who do not intend to go to college, including limited finances and the need to work to support themselves.

▼ Year 2000 Veterans Speak Out

The Year 2000 problems are the prospect of computer systems crashing when old internal calendars, which for decades recorded the year

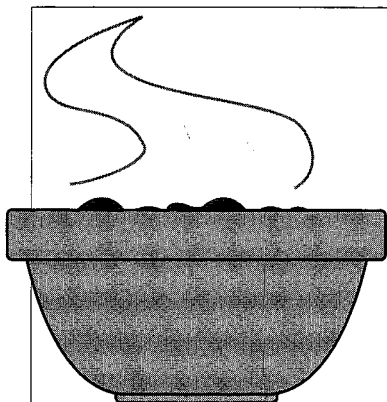
Chicken Soup at Work

One management consultant is taking an active interest in the success of the "Chicken Soup for the Soul at Work" book, says *The Wall Street Jour-*

nal. The consultant encourages companies to form a "Chicken Soup Group" and then he will come to your office and read the stories to the group. More than 260,000 copies of the book have been sold since October 1996, making the book No. 5 on the *New York Times* list of best-selling business books. This book has brought consultants a new line of work, addressing the issue of spirit in the workplace.

The consultant maintains that senior management realizes there's nothing left to cut and that further productivity gains can only come from inspiration and creativity. The workforce needs to be reinspired.

Some companies have continued to have Chicken Soup Groups after the readings are completed. The groups meet to read and discuss the stories in the book and to also offer their own stories.



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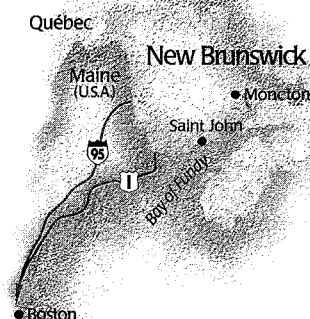
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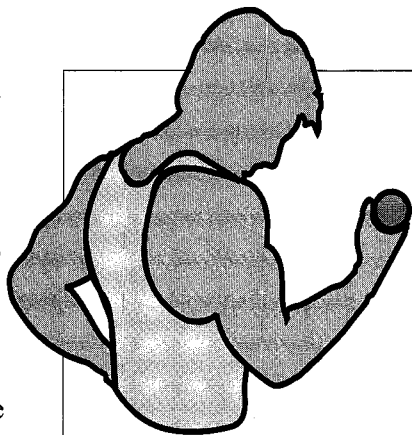


*Prices range from \$399 to \$1899 based on twin rates, air inclusive.
CST#2006766-20

by its last two digits, turn over at midnight, January 1, 2000. If the computer thinks the year is 1900, any sort of time-dated programs, such as accounts receivables, are liable to cease operating properly, reports *Crain's Chicago Business*.

What some of the people who have already started to unravel this problem have found out is that an actual analysis and conversion have not been as big a problem as was originally thought. These people offer this advice:

- **Get started.** Consultants say about 10 percent of companies haven't begun to address the issue, and about 25 percent have just scratched the surface.
- **Share.** Companies are sharing information on the Internet at sites such as www.year2000.com and www.ita.org.
- **Automate.** Some experts say that automated diagnostic tools are invaluable for finding data-sensitive programming codes.



Top 10 Favorite Sports

When it comes to their favorite sports activities, it might be said of Americans, "The more things change, the more they stay the same." For the past two years, the Sporting Goods Manufacturers Association (SGMA) has found the same 10 sports activities holding the top spots on the Sports Hit Parade:

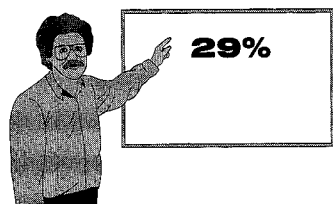
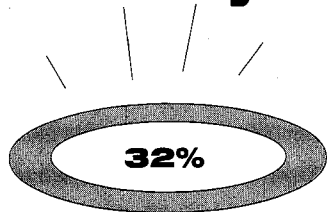
Ten Most Popular Sports in U.S.

(U.S. Population; 6 years and older; participated at least once in 1996)

Activity	No of participants in thousands
1. Bowling	52,179
2. Freshwater fishing (other than fly fishing)	45,903
3. Basketball	45,557
4. Billiards	44,530
5. Free Weights	42,817
6. Tent Camping	38,023
7. Stationary cycling	35,049
8. Treadmill	32,856
9. Fitness walking	32,516
10. Running/jogging	31,525

A backward glance at 1987 sports participation figures shows many of the same activities were held dear by U.S. citizens nine years ago, but there have been a few changes. Softball, fitness bicycling and exercise to music, once in the Top 10, dropped in participation numbers by 18.2 percent, 11.7 percent and 8.3 percent respectively over the nine-year period. Taking their places on the most-popular list are free weights (+74.7), treadmill (+647.4) and fitness walking (+40.1).

Honesty Supersedes Verbal Skills



In today's business world, hiring managers seem to value veracity over verbal skills, reports a survey by Robert Half International Inc., a staffing services firm specializing in the accounting, finance and information technology fields. Close to a third (32 percent) of

executives rated honesty and integrity as the most critical qualities in a job candidate. This represents a major shift from the results of a similar survey conducted in 1990, in which verbal skills were ranked number one. At that time, honesty received only 7 percent of the vote.

Executives were asked, "Other than the ability

and willingness to do the job, what is the one quality that impresses you the most about a candidate during a job interview?" Their responses: Honesty/integrity, 32 percent; enthusiasm, 29 percent; verbal skills, 28 percent; appearance, 3 percent and sense of humor, 3 percent.

A Guide to Benchmarking

by Joe Hauglie, CESRA

Benchmarking is a process used to identify gaps between your company's performance and other industry "best practices." At Computing Devices International, Bloomington, MN, a Ceridian Company, we define Benchmarking as a systematic and continuous process of comparing an organization's business practices against business leaders anywhere in the world to gain information that will help the organization take action to improve its performance.

Employee services practitioners across the world are continuously improving their programs and processes to create more value for their customers. If we align our programs to the company's vision, mission and values, and identify our customer's needs, we are usually successful at making incremental improvements. However, if benchmarking is used as a tool, process improvements can be greatly accelerated to achieve superior performance and enhance the company's ability to gain competitive advantage.

While there are numerous benchmarking models and varying numbers of steps in each of them, there are common themes across all models. This article outlines the benchmarking steps that a Computing Devices cross-functional team is using to make significant improvements in the company's Reward and Recognition System. This process can be used to benchmark any of the programs and services of the Employee Services Umbrella (listed below) as described by NESRA Executive Director Patrick Stinson, in the April, 1997 Cover Feature article of *Employee Services Management*.

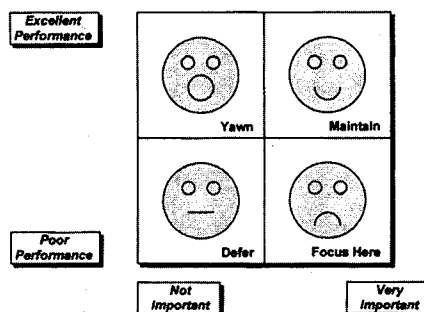
Recreation Activities
Employee Stores
Service Awards
United Way Campaigns
Discount Programs
Dependent Care

Health Promotion/
Personal
Development
Blood Drives
Travel Programs
Special Events

Step 1. Determine what to benchmark

The first step is to determine what service or process to benchmark. The chart "Prioritizing What to Benchmark" can be used to conduct a quick look at which of your programs and services are of greatest importance and which ones have the most room for improvement. Our team determined that the company's reward and recognition system was rated as "very important" because an effective reward and recognition system encourages and reinforces employee behaviors to help the company achieve business objectives, quality goals and operational performance. We rated our current performance for rewarding and recognizing employees as "poor" based on employee survey results. Services or processes rated in the lower right quadrant are prime candidates for benchmarking. Each of our team members independently rated our reward and recognition program in the lower right quadrant. You may want to use this chart to have employee services staff, management and employee groups rate services and programs under your umbrella to see if benchmarking might be an appropriate avenue to stimulate acceleration of improvements.

Prioritizing What to Benchmark



Step 2. Prepare to benchmark

It is important to baseline your current service or process for two reasons: 1) By thoroughly understanding your current service or process you will be able to identify weaknesses or gaps that you can then concentrate on when interacting with your benchmark partners, and 2) Since benchmarking is a partnership, your baseline will also identify your strengths, which you can share with the benchmark partners. Remember that benchmark partners expect to also learn from you and your benchmarking results. Most companies will not agree to be benchmark partners unless they see a benefit for them. If your potential benchmark partners believe you are well-prepared to benchmark and have some "best practices" of your own to share, you are more likely to gain the support from the type of companies that will make your benchmarking efforts worthwhile.

Step 3. Conduct Research

Conducting thorough research on the topic to be benchmarked will help you and your team expand your knowledge base and paradigm on what can be achieved. This begins with having a humble attitude that no matter how good you think you are at providing a specific service or product, someone is doing it better, faster or cheaper. Research will help identify "best practices" with which to compare your program. This will help you set goals and visions on where you want to be.

Research should be comprehensive. In our case, each team member had the responsibility to locate articles, books and other sources of information on Reward and Recognition. This included conducting Internet searches and using an International Benchmarking Clearinghouse. Team members then divided up the information to review. Each reported relevant findings and what they considered "best practices." One source reviewed included the book *1001 Ways To Reward Employees* by Bob Nelson, which is available for purchase through NESRA.

This research was mainly used to identify potential benchmark partners. Companies that we determined as having innovative ways of rewarding and recognizing employees or were identified as having a "best practice," were considered potential benchmark partners. We set a goal of 100 company names.

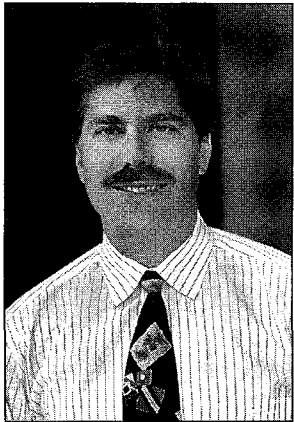
Our initial research resulted in a list of about 70 companies. We extended our efforts by searching for companies known for quality and for treating their employees well. At this point we added recent National Malcolm Baldrige Quality Award winners that were not already on our list. I also called the NESRA office and they suggested we add companies that were recently selected for NESRA's Eastwood and Employer of the Year Awards. NESRA staff also led us to a fellow NESRA member John Rath, Frito Lay, Inc., who was researching "fun companies," i.e. companies that create work cultures where employees are more productive and involved because they enjoy working there. John provided us with more names for our list. With these additional names we now had a total of 116 companies that we felt had a high probability of having innovative or effective ways of recognizing and rewarding employees.

Step 4. Select Whom To Benchmark

In discussing with our team the importance of starting with a quality list of potential benchmark partners, I referred to the Benchmarking Collection Funnel as the opposite of "garbage in, garbage out"—the better list of company names going into the funnel, the better list of companies we will have to benchmark. This proved true in our case. We were extremely pleased with our eventual benchmark partners.

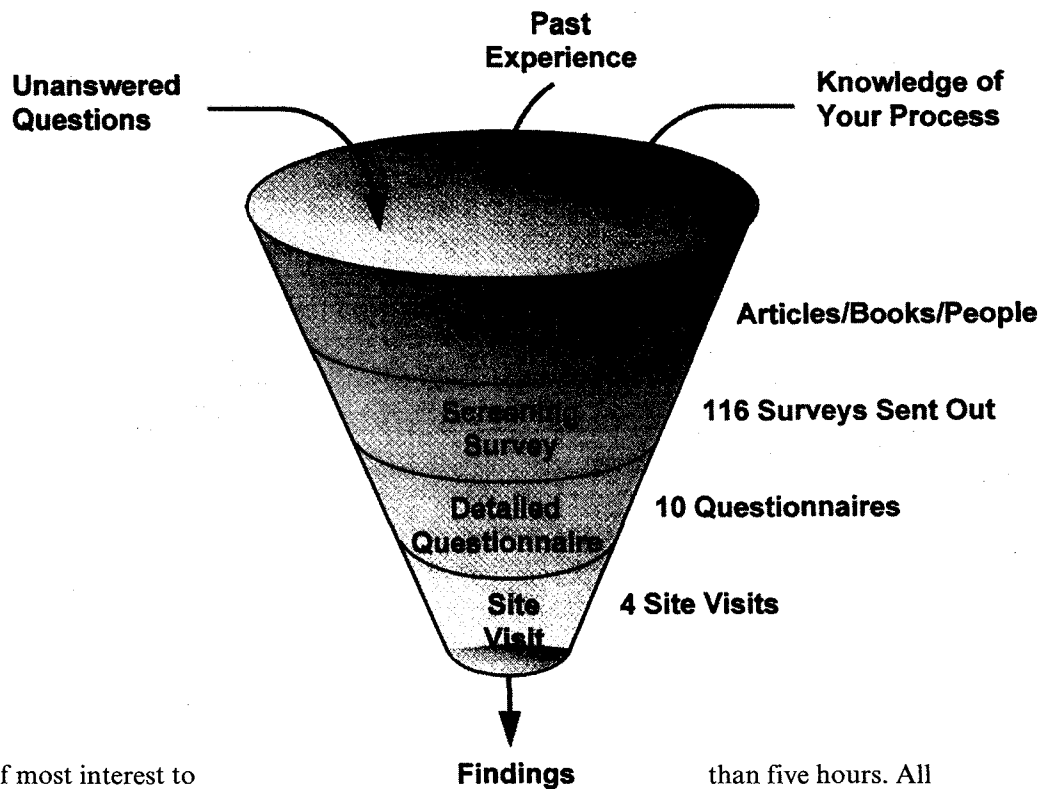
The process our team used to select companies to benchmark was to send out a brief screening survey to determine the companies that excelled at rewarding and recognizing employees. Survey results also identified companies interested and willing to participate as benchmark partners. We sent a cover letter, with a 10-question screening survey, describing the purpose of our benchmarking and stating if selected as a benchmark partner, we would share our results with them. In addition to the cover letter and survey, we enclosed a completed survey on Computing Devices Reward and Recognition programs. This was the start of the sharing aspect of benchmarking and the building of an ongoing partnership.

While our team was waiting for the surveys to be returned, we developed a scoring system for the survey results to help us objectively determine the best companies to benchmark.



Joe Hauglie, CESRA, is HR Organizational Effectiveness Manager, Computing Devices, International, Bloomington, MN.

Benchmarking Collecting Funnel



Areas of most interest to us, such as our identified weaknesses and gaps, received the most points. Areas we identified as strengths for Computing Devices reward and recognition programs were given fewer points.

While we were disappointed in the number of returned surveys (13 out of 116), we were very pleased with the quality of information and the enthusiasm of the respondents to participate. After scoring the screening surveys, we selected 10 companies to send a more detailed questionnaire. Four of these companies were selected for site visits. Site visit companies were asked to prepare for our meeting by reviewing the detailed questionnaire. The other companies were asked to submit their completed questionnaires by mail. Combined, we received a wealth of information. The site visit companies included:

- A 1996 Malcolm Baldrige Quality Award Recipient
- A World Class Company
- A Company Known For Having "Best Practices" Relating to Rewarding & Recognizing Employees
- And a New Spin Off Company From Another World Class Organization

We visited our benchmark partners in teams of two; one asked questions and the other recorded notes. Halfway through we switched roles. Visits ranged from three hours to more

than five hours. All partners were well-prepared and were excellent sources of information. We brought information, charts, key

metrics and other data to share with our benchmark partners. We didn't ask anything we weren't willing to share ourselves, which is part of the Computing Devices Benchmarking Code of Conduct document. All team members were asked to thoroughly read and understand this document.

Step 5. Collect and Share Information

We had a database that was formed for recorders to input the notes they took during the site visits. The people on our team that were not part of the site visits volunteered to draft a report by collecting all the data from both the site visits and the responses to the detailed questionnaires from our non-site visit benchmark partners. We will share this report with our benchmark partners and use it to help us analyze the information.

Step 6. Analyze, Adapt and Improve

At the time of the writing of this article, our team was analyzing the data from our research of articles and books and from our benchmark partners. In our initial baseline of our own program we identified 24 weaknesses or gaps in

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our Reward and Recognition System. We developed a matrix to map each weakness with a "best practice" from our findings. In completing this process, we are also clarifying the extent of the gap between our current process and the "best practice" and the steps needed to close the gaps. As we look at adopting new ways of doing things, we realize that the type of business, company size, demographics and cultural differences need to be considered.

Our goal is to develop a set of recommendations that will ultimately make substantial improvements in our company's Reward and Recognition System. Our team's mission is to have an effective Reward and Recognition System that encourages and reinforces employee behaviors aligned with the company's vision, mission and values to achieve stated business objectives, quality goals and optimum operational performance.


We plan to review our recommendations with management and employee focus groups before presenting our final pitch to upper management.

Conclusion

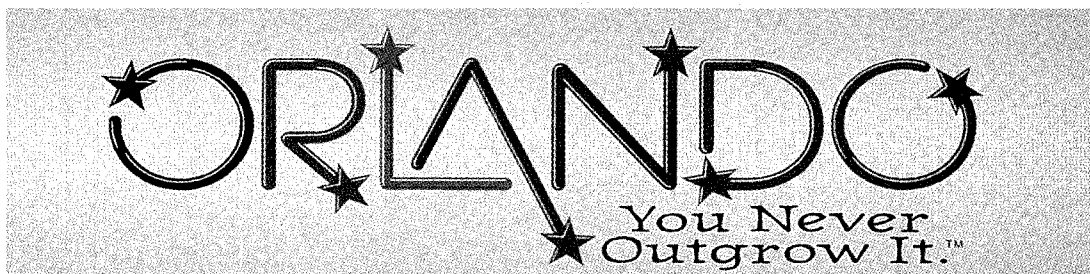
Benchmarking is not an easy, quick or inexpensive process. We recommend you answer these questions before benchmarking:

- Are there key services or processes that require accelerated improvements?
- What is the cost in time and resources to benchmark? What is the cost of not doing it?
- Are management and employees ready and willing to make substantial change based on benchmarking results?
- Can a dedicated team be assembled with the right skills and enthusiasm to take on a project of this magnitude?

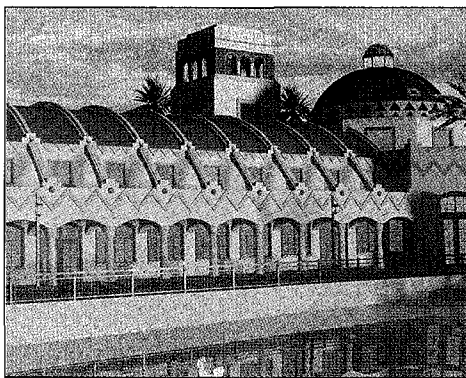
I have been very fortunate to work with an excellent group of seven people on our Reward and Recognition team. Each member is dedicated to our mission and enthusiastically participates in all aspects, despite having very demanding jobs and heavy work volumes. I believe all our team members agree this has been a very positive learning experience and that our results will help to improve our company's competitive advantage.

Note: To receive a copy of Computing Devices, International's Reward and Recognition Benchmarking Screening Survey, contact NESRA Headquarters, (630) 368-1280. 

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What's New in Orlando

From the thrill of new attractions at the world-famous theme parks and new restaurants serving scrumptious foods to enlightening cultural excursions and spacious accommodations with the latest in amenities, Orlando offers a completely new experience for first-time and repeat visitors.

Attractions and More

- **Cypress Gardens**—has five new animal habitats that include cotton-topped tamarins; fallow deer; wallabies; swan; geese; ducks; capybaras; reptiles such as a gharials, gila monster and rhinoceros iguanas; and The Birdwalk, a 3,000-square-foot (270-square-meter) aviary with lorries and lorikeets in free flight. A new show, called Ski Xtreme, has also opened with new costumes, music and more audience participation. (941) 324-2111
- **Gatorland**—has expanded its entertainment

selection to include a baby-animal petting zoo; an enclosed aviary with people-friendly birds that land on visitors' heads, hands and shoulders; a Junior Train Engineer program that puts children up front on the park's train ride; a Junior Trail Boss program in which children can assist with gator wrestling and a children's play area. (407) 855-5496

- **Marineland**—which celebrates its 60th anniversary next year, has added new exhibits and attractions to the park including the Exotic Bird Show, the Barnyard petting farm and the Reptile Garden with the South American electric eel that produces 650 bolts of thrills. (407) 862-3599

- **Old Town**—which features 124,000 square

Orlando information provided by Orlando/Orange County Convention & Visitors Bureau, Inc.

▼
**Both Orlando
and NESRA
are showcasing new features. Come experience them for yourself.**

feet (11,160 square meters) of stores, restaurants and amusement rides, introduced the Windstorm Roller Coaster in February that delivers high-speed thrills for visitors of all ages. Standing 60 feet at its highest point with a total of 1,437 feet of track, the Windstorm pulls 4.7 Gs and reaches speeds of 35 mph with banks twisting 80 degrees. (407) 396-4888

- **The New Orlando Science Center**—provides visitors a journey through 10 highly themed exhibit halls; an opportunity to travel to distant planets or remote areas of the Earth in the Dr. Phillips CineDome; and participate in an interactive theatrical science presentation in the Darden Adventure Theater. Visitors can peer into a sinkhole, become a particle of food in the body and create imaginary landscapes using high-tech computers. The interactive 193,000-square-foot (17,370-square-meter) facility offers hands-on science fun for all

ages as well as meeting space for groups. (407) 514-2000

- **Pointe*Orlando**—just opened on International Drive across from the Orange County Convention Center. It will be the home of the flagship store for FAO Schwarz, Florida's first Country Star Restaurant and the Southeast's first movie complex to boast 20 screens plus an IMAX 3-D theater. The complex will also feature interactive museums, nightclubs, theme restaurants and specialty retailers. (954) 564-6550
- **Sea World of Florida**—premiered its Dolphin Interaction Program (DIP) this spring that allows guests to get up close and personal with the popular and friendly bottlenose dolphins. The two-hour program includes educating the guests about the dolphins and allowing them to touch, feed and help trainers communicate with the dolphins using hand signals. The fee of \$125 (\$95 for an

What's New with



This year NESRA will offer fresh twists to its conference experience

- With employee services practitioners expected to take on various responsibilities, NESRA delivers the varied sessions you need to become skilled in

the components of the Employee Services Umbrella. Concurrent sessions addressing blood drives, community service and special events will give you the hearty information you need to do your job better.

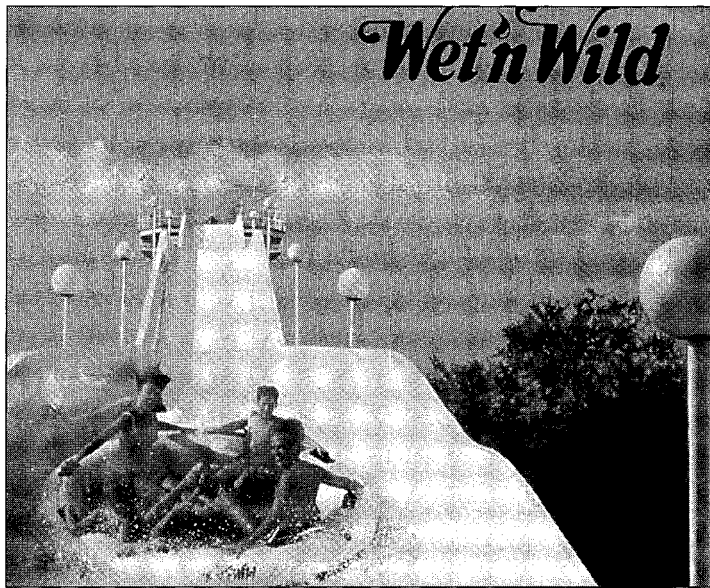
- For the first time, attendees will get to talk directly with NESRA Award of Excellence winners as these innovators display their winning entries and answer questions during an interactive table-top display concurrent session.
- New and experienced exhibitors will be premiering their latest

offerings in employee programs.

- Throughout the conference you'll be updated on the latest trends in employee services and instructed on how to implement them at your workplace.
- In a new concurrent session, exhibitors and employee store managers will have a medium to share tips on how to create win-win relationships.
- You'll find out how to add pizzazz to traditional employee stories in your employee newsletter.

nual pass holders) includes the program, a continental breakfast and same day admission to Sea World of Florida. (407) 363-2380

- **Wet'n Wild Florida, Inc.**—Get set for a sparkling, splashing raging relaxing sun-filled, fun-filled watery day at America's favorite water parks. (407) 351-1800
- **The New Silver Springs**—It's Alive!—will be the largest expansion in the history of Silver Springs and Wild Waters. Scheduled to be completed by September, Silver Springs' expansion includes the "World of Bears" attraction where guests can observe Grizzly, Kodiak and three other species of bears; the "Kids Ahoy! Playland," that features slides, rides, a 3-D net maze and more; and the "Twin Oaks Mansion," a large, theatrical concert stage designed to resemble a stately Southern mansion. At Wild Waters, three new attractions will expand the overall size of the park by 50 percent. (800) 759-7458



© Wet'n Wild

NESRA's Conference?

- You'll be able to learn more about your peers during workshops held at the beginning of the conference so that you may hook up with those that can benefit from your experience or those from whom you would like to learn from.
- Exhibitors and delegates will get a chance to see what makes an award-winning exhibit booth when Best Booth Award Winners will be posted in front of the Exhibit Hall on Saturday.
- Exhibitors can get an edge on selling to the employee services market during a series of educational sessions

designed with the supplier in mind.

- Plus participate in a panel discussion on how to use the Internet to make your job easier.



- **Splendid China**—has added three new shows to its lineup of entertainment. The "Magical Snow Tiger Adventure" provides guests an opportunity to touch a tarantula, see a Florida panther up close and personal and have their picture taken with a lion or Snow Tiger. The 40-minute show runs twice daily except on Wednesday. A new stage show called the "Special Extravaganza Show" celebrates the Chinese New Year with a one-hour performance daily. The show is a combination of Chinese acrobats, music and folk dance. Also new at the park is "The Mysterious Kingdom of the Orient," a 100-minute stage show performed Tuesday through Sunday by more than 70 acrobats, dancers and actors. (407) 396-7111

- **Universal Studios Florida**—The park added an interactive "live attraction this summer called "Hercules and Xena: Wizards Of The Screen." The new attraction gives guests a behind-the-scenes look at how highly popular television shows are produced. The attraction will use state-of-the-art digital and sound effects along with "live" action stunt performers to allow guests to fight shoulder to shoulder with the mythical heroes.

In May, Universal Studios Florida opened the preview center for their second theme park, Universal's Island of Adventure, which opens in 1999. The preview center is an attraction in itself unveiling every aspect of the new park through videos, props and lifelike special effects.

City Walk—is the new name for the park's nighttime entertainment complex that opens summer 1998. Formerly called the E Zone, the new name was taken from a similar entertainment district adjacent to Universal Studios Hollywood. CityWalk will include nightclubs, theme restaurants and a 16-screen theater. (800) 232-7827

- **Walt Disney World**—The Test Track—presented by General Motors at EPCOT opened in May to take guests behind the scenes of automobile testing. The attraction puts guests through the paces of acceleration, braking, hill climbs, curvy roads and long straight-aways. (407) 939-7727

The Richard Petty Driving Experience—opened in February and offers ride and drive programs on the one-mile, tri-oval Walt Disney World Speedway, taking mo-

tor sports fans out of the grandstands to behind the wheel of a stock car. A 3-hour *Rookie Experience* includes eight laps of driving thrills, while participants of *Experience of a Lifetime* work on establishing a comfortable driving line and building speed in a series of three 10-lap sessions. The *Riding Experience* includes three laps as a passenger in a colorfully painted stock car traveling at top speed of 145 miles per hour. Drivers must be at least 18 years of age with a valid driver's license and have the ability to operate a standard transmission. Riders must be at least 16 and be accompanied by a parent or legal guardian. (800) 237-3889


The Walt Disney World Wide World of Sports—was set into motion when the Atlanta Braves played their exhibition game with the Cincinnati Reds at the new sports complex in April. The state-of-the-art facility will host professional-caliber training and competition for more than 30 team and individual sports. The Harlem Globetrotters have made the complex their official training site and the Atlanta Braves will move its spring training activities there in 1998. (407) 939-7727

Celebration, Florida—developed by the Walt Disney Company and billed as "America's newest hometown," features 15 unique shops; three distinctive restaurants; two theaters with high-back seating and digital surround sound and a championship golf course.

A LEGO Imagination Center opens in October at the Disney Village Marketplace. The 7,000 square-foot (630 square-meter) shopping and play place will sell its famous toy blocks as well as a limited selection of other merchandise. (407) 939-7727

Orlando/Orange County Convention & Visitors Bureau, Inc. (Orlando CVB)

The Official Visitor Information Center has not only moved, but has changed its name as well. Now called the Official Visitor Center, the staff has moved into a new building at 8723 International Dr., Ste. 101. The Official Visitor Center is open 8 a.m. to 8 p.m. every day of the year except Dec. 25. (407) 363-5872

A new *Discover The Unexpected Orlando!* brochure highlights 28 organizations that offer leisure experiences that many visitors don't know are available in Orlando. (407) 363-5872 

Disney's Coronado Springs Resort

Guests aren't required to wear sombreros, serapes and silver spurs at the new Disney's Coronado Springs Resort, but they certainly wouldn't be out of place.

This newest Walt Disney World resort features 1,967 guest rooms encircling a 15-acre golden lagoon—Lago Dorado. You almost expect to see Spanish conquistadors parading around the lake past a five-story Mayan pyramid, which is the resort's dominant icon.

Architecturally, the rambling resort draws its inspiration from the grand haciendas and elegant mission cities of the Spanish Colonial era in Latin America. Facing the tree-lined entrance boulevard it appears as a series of three- and four-story palacios tinted in shades of desert sand, sunset pink and tropical green. Its main themes come from northern Mexico and the American Southwest—tile roofs and mosaic accents, arched windows and doorways, shady courtyards and patios.

In the 50-foot tall Mayan pyramid is water rushing down its ceremonial stone steps. On one side, a twisting waterslide provides extra fun for guests as its rushing water pushes them into the resort's main water playground and its 120-by-90-foot swimming pool. The area represents the imaginary discovery of a lost Mayan kingdom during a present-day archeological dig.

There are three pools, one for each of the resort's

guest areas. Encircling the lagoon and linking those areas, the esplanade provides a broad walkway for leisurely strolls.

Disney's Coronado Springs' lobby and reception areas are built around La Fuente, the rancho's spring-fed fountain which supplied the hacienda with cool drinking water on the hottest of days. It bubbles up from a Spanish urn surrounded by colorful tiles in blue, green and orange-red under a domed ceiling filled with hand-painted images of white clouds and birds flying through a blue sky.

The hotel was named for Francisco de Coronado, the first European to explore the lands of northern Mexico and the North American Southwest, the forerunner of a new way of life in the new world.

In addition to themed



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restaurants, other facilities include La Vida Health Club with a full range of fitness equipment, a hair-styling salon, two exciting game arcades, a poolside bar, kiddie pool, playground and sand volleyball court plus boat rental, bike rentals and spacious public areas.

Guest room amenities include coffee makers and in-room ironing equipment

plus limited room service for breakfast and dinner. Available on request are cribs, refrigerators, wheelchairs, and hair dryers.

Call Disney's Coronado Springs at (407) 939-1020 now to reserve your room. Tell the operator you are with the NESRA Conference.

NESRA's

57th Annual Conference and Exhibit

Disney's Coronado Springs Resort, Orlando, Florida

April 29 - May 3, 1998

Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status ____ CESRA ____ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store? ____ Yes ____ No Do you manage it? ____ Yes ____ No

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/20/98	After 3/20/98
Delegate-NESRA Member	\$460	\$475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is \$126 per night (single or double occupancy).

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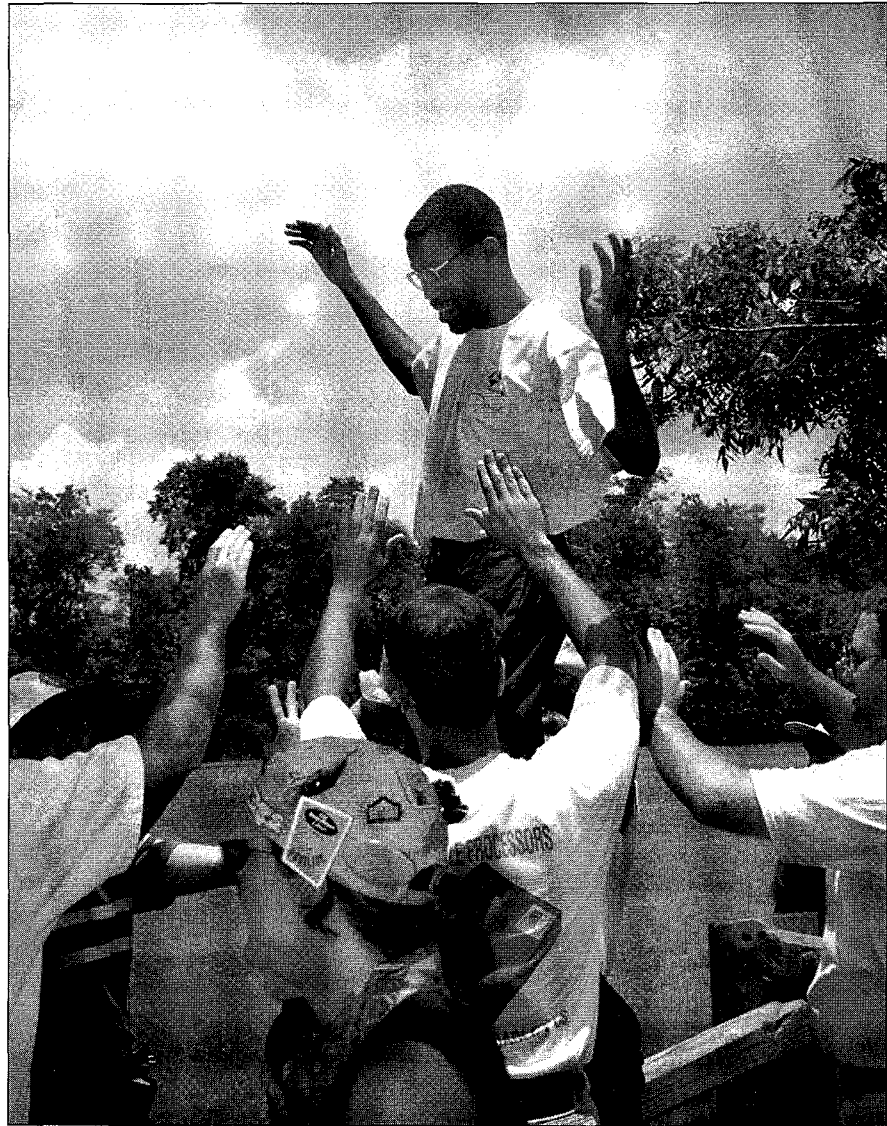
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Dallas Texins Association *Discovered Its Role Delivering* **Training Programs**

by Jeff Asmus, CESRA

The Dallas Texins Association is the nonprofit employee services organization supporting 12,000 Texas Instruments (TI) employees in the Dallas area. The Texins organization is an integrated component of TI's Health Services organization that provides employees with medical benefits and health and wellness resources. Texins employs over 45 full-time staff providing support in the areas of health fitness services, recreation programs, member relations (includes front desk operations and childcare services), facilities/systems support and business-based programming.

Texins Training and Development programs fall under the Business Based Programs umbrella, which are programs funded by the company's business groups vs. paid for directly by the employee (i.e. Health Fitness, Recreation and Membership Services programs). A successful Business Based Program meets a business need and is valued enough by business managers that they are willing to pay for the service. Additional Business Based Programming includes Texins Non-Cash Recognition Program, supporting TI's Corporate Compensation Team; Texins Community Affairs Program, supporting the



It's more than team building. In addition to team building and desert survival, Texins Training and Development offers Steven Covey's Seven Habits of Highly Effective People, Shiftwork—How to Cope, and Balancing Life Courses. This picture shows an example of how team building initiatives like the Track Walk encourages individuals to take risks and trust their co-workers to support them.

Corporate Community Affairs Office; and Texins Fab Shoe Program, supporting TI's Semiconductor Wafer Fabrication plants. A new service, a Corporate Concierge Program, is in the development process.

Texins Training and Development—An Overview

Texins Training and Development is the oldest and largest division of the Business Based Programs department. In 1993, the association introduced a pilot outdoor "team building" course free to TI groups. Based on positive feedback, the course was officially offered as a training option to employee work groups, priced at \$100 per participant. Course participants and team leaders identified (through feedback mechanisms) a need for additional training offerings in the areas of stress management, personal effectiveness and additional experiential learning opportunities.

The training program has grown over the past four years to its current level of 17 course offerings and has trained over 9,000 TI employees over the past two years. Course curriculum focuses on two training areas:

1. personal effective training related to well-being and performance
2. experiential learning programs.

Funding

TI's culture promotes employee learning and development. Employees are required to submit an annual "Individual Development Plan" including a minimum of 40 hours of approved training. Employee training is funded by the corporation with course selection determined through an interactive process between employee and supervisor.

Staffing

Texins employs three full-time staff (one training manager and two administrators) dedicated to the training operations. Over 15 contract trainers and speakers provide much of the actual training. Staff responsibilities have evolved to focus on program coordination, marketing and evaluation. The organizational structure provides state-of-the-art training, continuously improved communication and evaluation processes, while striving to maintain low fixed expenses.

The training manager's role consists of delivering key training programs, consulting with customers to identify and customize training solutions and serving as the quality

control and education link to external trainers. The training manager must have an understanding of the business culture and an ability to work with and relate to business managers. The course must align with the business training requirements.

External trainers are educated on the company's culture and issues relevant to the proposed training, prior to delivering training programs. A good example is Texins trainers involved with the wafer fab manufacturing facilities. Trainers are required to spend a day in the fab, suited up with clean room attire, to see and experience the issues and challenges involved with this type of work. This enables trainers to better relate with and respond to issues raised by class participants.

Program Selection

We use multiple resources to evaluate and select new courses. One resource is information provided by class participants through evaluation forms. Participants have the opportunity to evaluate classes and give recommendation on future offerings. A second resource is input from business managers regarding wellness or personal effectiveness issues limiting workforce productivity. A third resource is benchmarking other company's personal effectiveness and experiential learning programs. Local and national training conferences are great networking opportunities to see what is available.

Program Development

Texins staff personally developed the initial two course offerings, Texins Teambuilding and Balancing Life. Both classes remain cornerstones to the program and course content is continually updated to keep course information relevant. In recent years, the program development process has transitioned to identifying and utilizing high quality, pre-existing training courses. Through research and identification of pre-existing courses the program has expanded to include such highly recognizable programs as the Covey Leadership series and the TimeMax Human Development program based in Phoenix, AZ.

Selecting pre-existing courses meets the following objectives:

1. Reduces cycle time of program development
2. Insures quality by selecting programs with proven track records
3. Enhances program credibility with

business managers due to course name recognition (i.e. Covey)

4. Minimizes financial risk by keeping fixed costs to a minimum
5. Allows for steady growth and increased scope of programs while maintaining quality of current program operations.

Facilities

In January of 1995, Texins opened a 68,000 sq. foot activity center including 2,600 sq. feet of conference space divided into four conference rooms. The conference center supports Texins training programs, TI business meetings, and new hire orientations. The conferencing center is equipped with state-of-the-art audio visual equipment and a catering area to stage meal preparation. The activity center also has an outdoor multipurpose grassy area for conducting on-site experiential learning programs.

Several of our training programs take place off-site. Most experiential training occurs at an off-site course specially designed for experiential "ropes" training. The course is independently managed and includes, high and low ropes courses set in a scenic wooden area, a pavilion for serving meals and trained staff to implement programs. Texins staff work closely with the ropes course staff designing and customizing programs for the TI population. We rent local auditoriums to host larger training functions including the TimeMax series, which average over 700 employees for each course. The three-day Covey training is held off-site allowing participants to get away from work, relax and focus on the training.

Curriculum of Classes

Experiential Learning Programs

The association offers four standard experiential learning programs. Additional programs designed to meet work group needs range from 30-minute icebreakers at the start of a strategic planning session, to all-day programs building skills in risk taking, creativity, goal development, etc.

■ **Team Building**—Conducted outside the Texins Activity Center, the day-long program includes fun and exciting activities encouraging teaming skills such as communication, trust, problem solving, conflict resolution and teamwork.

■ **Advanced Team Building**—Advanced initiatives take full advantage of the high and low ropes

course designed especially for this purpose allowing participants to experience activities with a "challenge by choice" philosophy. This class serves as a follow-up to the Team Building program, or can serve as a stand-alone program.

■ **Desert Survival Orienteering**—The wooded areas of the ropes course are ideal to stage a mock airplane crash providing challenges of navigation and survival. Barriers to success include limited resources and time constraints.

■ **Experiential Team Development**—This course combines a four-hour classroom session, working with a group development assessment tool, with an afternoon of ropes course work. Initiatives are designed from classroom assessment results. Activities focus on goal setting and group development.

Personal Effectiveness Training

Texins personal effectiveness training programs are designed to make employees healthier, happier and more productive. Below is a summary of offerings:

■ **Seven Habits of Highly Effective People**—developed by Covey Leadership Center, this three-day course includes a personal assessment profile completed by peers and supervisor providing in-depth feedback of an individual's effectiveness and ability to build relationships. Instructors are certified at the Covey Training Institute to deliver the concepts outlined in Dr. Covey's famous best-seller.

■ **First Things First**—a second Covey offering takes a closer look at the Third Habit focusing on time management. A system of life management is outlined prioritizing and budgeting time to what is most important in one's life. Workshop participants receive a Seven Habits Organizer that reinforces workshop principles.

■ **The TimeMax Series**—developed by a nationally recognized organization providing training in the field of human development. TimeMax features speakers Dr. Dennis Deaton and Steve Chandler who deliver training programs on the following topics: Building Relationships, The Ownership Spirit, Creating Your Future, Winning the Inner Game, Life Management, and Money—An Owners Manual.

Texins offers two programs developed by

Why Should Employee Services Offer Training Programs?

For some employee services groups offering training may not be practical. For others, training may be a great opportunity of unlimited potential. Key factors to review when determining whether training is a valid option for your program are:

1. Is your current training population already providing experiential and/or personal development programs?
2. Does your company have a culture promoting training and funding of employee training?
3. Are local resources (facilities and staff) available to provide these types of services?
4. Does management see value in these types of programs? (It may take some effort on your part to demonstrate this value).

If you determine that your environment is conducive to this type of training program, some of the benefits include:

1. Creating opportunities to partner with the business groups and support company business goals;
2. Gaining credibility by increasing revenue and reducing subsidy dependencies;
3. Providing employees with creative and fun education opportunities geared to increase motivation, health, and effectiveness; and
4. Building relationships with business managers leading to future partnering opportunities.

Studies show that experiential learning provides lasting and integrative means for producing change and skill development by allowing participants to actively experience and collectively process their learnings. If your company does not have experiential learning as part of its training portfolio, you have an opportunity to meet this need.



The Suspended Tire challenges work groups to brainstorm for consensus to a strategy or process. Then with limited communication and lots of trust, each member passes through the tire safely! This is just one of the programs offered through Texins Training Programs.

shiftwork expert Dr. Susan Koen and Matrices Consultants Inc. based in Portland, ME addressing issues surrounding 24-hour business operations.

■ *Managing "Round the Clock"*

Organizations is geared for supervisors and leaders and examines how 24-hour operations can impact a company's competitive advantage and provides options and solutions to combat some of the challenges specific to 24-hour businesses.

■ *Shiftwork—How to Cope* targets employees of TI wafer fabrication manufacturing facilities that operate 24-hours a day. This course offers in-depth explanations of such critical shiftwork problems as sleep deprivation, chronic fatigue, digestive disorders, on-the-job alertness and family distress. Participants leave with practical tools to combat physical and mental well-being issues.

■ *Balancing Life*—Developed by Texins staff, participants receive information dealing with daily stress including practical tips on nutrition and exercise. An assessment tool provides participants with feedback on current levels of strain and burn-out. Additional offerings in the Texins curriculum include Personal Financial Management and Smart Defense, a self-defense program.

Getting Started

The process for starting a program varies depending on the current relationship you have with your parent company. If a good relationship, built on trust and credibility, already exists, the process becomes easier. If the relationship isn't fully developed, training programs can serve as a tool to build trust and credibility and provide a springboard to further involvement with corporate initiatives.

We found these steps useful when starting up a successful training operation:

1. Identifying company experiential learning and/or personal

Texins Training and Development Strives to Make a Difference

by Alyson Robinson

The mission of the Texins Training and Development Program is to provide resources and education for TI employees to achieve optimal well-being and performance. We focus on the whole person approach to personal development. Our desire is to impact the personal and professional development of the TI employee and we believe we are making a difference one person at a time.

Whole Person Approach

Each of the training programs we offer focuses on at least one of the four dimensions of wellness: mental, physical, social/emotional and spiritual. These dimensions are the philosophy behind the whole person approach to personal development. Aristotle, a Greek philosopher, believed the hardest victory is the victory over self. By concentrating on the various dimensions of self, we offer an excellent opportunity for employees to be victorious in their personal and professional lives. There is a connectedness between our work and home lives. For example, productivity in the work environment can be threatened when an employee is preoccupied with responsibilities external to the workplace. Individuals have multiple roles, they are not just employees and it is imperative to help individuals recognize the importance of balance in all dimensions of

life. Personal development training sends a positive message to the employees. A "First Things First" participant says, "Thank you for offering the class and providing organizational tools to help me find balance in my life. I appreciate TI's concern for its employees."

For example, a participant in my "Shiftwork" class says, "This information is very informative and will truly make a difference in how I cope with the stresses of the night shift. I just wish someone had shared these strategies with me seven years ago!" Employees who choose to invest time and energy in personal development training receive a certain level of renewal during their experience. It is through the continuous renewal of self that enables us to conquer the hassles of day-to-day living. A message from Mother Teresa on the concept of renewal is, "To keep a lamp burning we have to keep putting oil in it." Many individuals in our country experience burn-out simply because they fail to renew their physical, mental, social/emotional and spiritual selves. Personal development and the whole person approach to training, creates a tremendous window of opportunity for Texins and gives us the chance to make a difference in the lives of TI employees.

Making a Difference

When employees invest their time in our training classes, we want to give them the greatest return on their investment. Creative teaching methods, such as experiential learning activities, review games, individual and small group activities, and powerful video illustrations, enhance the opportunity for learning. The more active the participants become in the learning experience, the greater potential for application and retention of the information. My objective as a facilitator is to prepare and motivate the participants to use the principles, philosophies, and experiences demonstrated during the training class.

To measure the impact of our training programs, we follow-up with our class participants using a timeline of two weeks up to three months. We use various methods of evaluation, some include face-to-face interaction and others utilize e-mail capabilities. The results and impact of our classes are best reflected by the lives of our participants. Let me share with you some feedback from our class participants. I received this response from a gentleman two weeks after he attended the "First Things First" class, "Recently my wife and I were sharing quality time and she looked at me, embraced me and said that she finally feels as if we have 'connected'. She is thankful that I am

learning to put first things first and for now, our lives have less friction and far more communication."

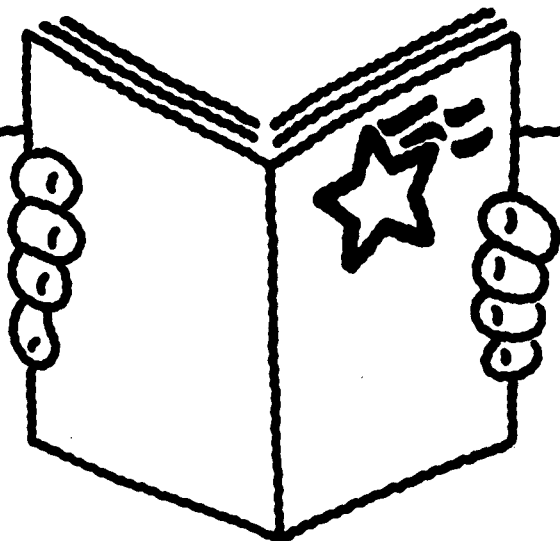
A manager within our semiconductor group responded to me three months after taking the "7 Habits of Highly Effective People" class. "As a manager of a large group of engineers, the concept of focusing on relationships (an approach taught in the class) within the workplace has strengthened our team. Listening to one another has also resolved long standing trust issues. I am happier in my work environment with a greater sense of balance."

Texins Training and development has the privilege to provide opportunities for personal growth and development to the TI employee. But, I believe the greatest reward of this opportunity is that we are making a difference one person at a time!



Alyson Robinson has a BS degree in Exercise Physiology, is working on her MBA, has worked for Texas Instruments for the past four years, and is currently manager of Texins Training and Development.

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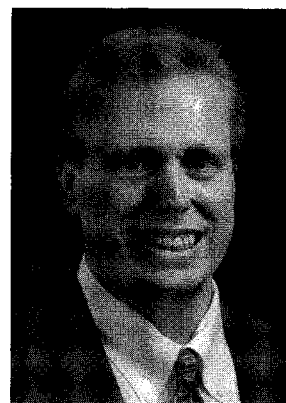
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effectiveness training needs.

2. Designing and/or selecting quality training course(s) to meet the identified needs.
3. Determining a fair market price for your program based on program investment and benchmarked pricing.
4. Selling your program to management by clearly defining the benefits to the company from your program.
5. Once the program is accepted and integrated, continue to improve and update classes and insure that training is aligned with business goals.

A key ingredient to implementing a successful training program is having dynamic people running the program. It is crucial to have people with a business mindset and an entrepreneurial spirit, in addition to having training, marketing and organizational skills. As with any program, success or failure depends greatly on the quality of the people involved with the program.

Texins Training started in 1993 as a dream and a vision. The program has grown to be the largest component of Texins \$5 million dollar annual budget. It goes to show that sometimes a great idea, the courage to pursue the dream, along with a lot of hard work and fun, can make a dream become reality.



Jeff Asmus, CESRA, has a BS Degree in Recreation Administration, is working on his MS Degree in Counseling, has worked for Texas Instruments for the past 14 years and is currently Manager of Texins Business Based Programs.

Success Stories

NESRA members tell how employee services programs and the contacts they create make a difference.

Last fall, with a knife to her throat and 31 children crying for help, school bus driver Lilia Rios kept her cool and became a hero.

Rios, a member of Desert Sands Unified School District Chapter 106 of the California School Employees Association (CSEA) ended the dramatic hijacking of her school bus by slowing down so someone could hear the children's cries for help.

The teenage hijacker had minutes earlier demanded she take him to Las Vegas. Telling him they needed fuel and the only place she could get fuel was at the bus yard, Lilia drove to the yard where police were waiting. There, she overtook the hijacker and led him away from the children, where police stepped in and arrested him.

Rios received a national award for heroism, commendations from the CSEA Board of Directors, and her school board.

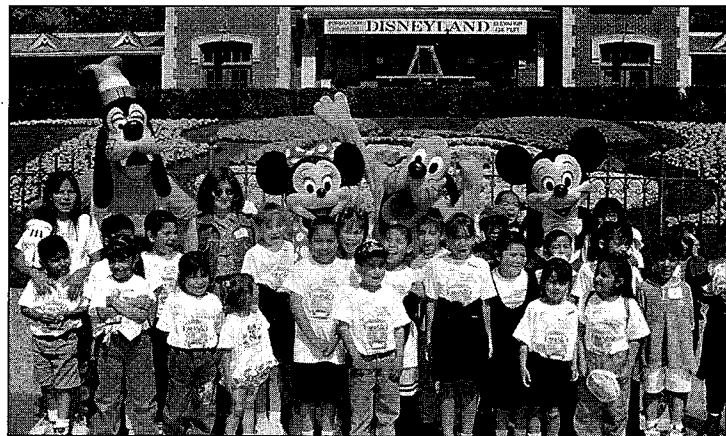
After months of counseling following the dramatic event, it was recommended the students be allowed to ride the school bus again—this time to a positive conclusion.

By using the NESRA network, Jody Bell, director, member benefits, called Disneyland to see if they could help. Through the excellent and total cooperation of Disneyland and in particular, its sales manager, Denise Sparacio, CSEA and Disney decided to host a visit to the Magic Kingdom by the 31 students and parents involved in this terrifying experience. What was so special was that many of these children had never been out of the

My CSEA bus driver saved my life



CALIFORNIA SCHOOL EMPLOYEES ASSOCIATION



Jody Bell of the California School Employees Association worked with Denise Sparacio, sales manager for Disneyland to help 31 children who were involved in a hijacking, overcome their fear of riding a school bus.

Coachella Valley, let alone Disneyland!

It was a day of sure pleasure when Mickey, Minnie, Goofy and Pluto were on hand to personally greet the kids as they arrived!

This was the most healing of experiences and CSEA is forever in Disneyland's debt for caring enough for these children to make a dream trip of a lifetime come true.

Denise Sparacio, Disney's Sales Manager, also greeted the children. Her warmth and dedication in making sure the trip was successful is representative of the cooperation and commitment that a vendor and a general member can achieve toward a common goal.

CSEA appreciates its participation in NESRA and together we can make a difference in people's lives.

—submitted by Jody Bell,
director, member benefits,
California School Employees'
Association (408) 263-8000.

Management Thanks Schneider for Open House

Don Schneider, CESRA, manager, associate services, Western-Southern Life, Cincinnati, OH served as co-chairperson for the in-house corporate Open House for Western/Southern associates and their families in October 1996. He shares congratulatory letters he received:

Dear Don:

Many thanks to you for your help in making last weekend's Open House such a resounding success. I have heard nothing but compliments in the last few days regarding all of the activities that we had. Over 3,300 associates, family members and guests appreciate your efforts.

Bob Starnes, Vice President
Western-Southern Life
Senior Officer for the 1996 Open
House

To Bob Starnes and Don Schneider

I just wanted to let you know how impressed I was with the job you and your volunteers did putting together the Open House. As a new associate, I wasn't sure what to expect but it wasn't a lot. To say I was surprised at the scope of the event is an understatement. The variety of activities and the creativity with which the whole thing was put together was wonderful. I had a great time and was only disappointed that I couldn't have borrowed a couple of kids to come along.

This event went so smoothly I'm sure most people didn't realize how much effort must have gone into it and I've heard nothing but positive comments. I just wanted to add my thanks on a formal basis!

Shirley Martin
Human Resources Manager
Western-Southern Life

Submitted by Don Schneider, CESRA, manager,
associate services, Western-Southern Life Insurance
Co. (513) 629-1032.

Allied Signal Collects

Bill Fox, 16, suffers from a rare blood disorder that requires him to need red blood cell transfusions every month. Since childhood he has used more than 500 units of blood. Everyday, people throughout the world have surgeries, suffer from diseases or experience traumas that cause them to need blood transfusions to live. AlliedSignal Engines in Stratford, CT has been there to answer the call.

So Precious to Save...So Little to Give. This has been

the belief behind the 121 blood drives sponsored by AlliedSignal. Since 1952, the engine manufacturing company has collected a total of 42,944 units of blood from employees. Today, one unit can help up to four people. This means AlliedSignal employees have had the potential of helping more than 171,776 people.

Frank DeLuca, employee community services consultant, has coordinated the drives since 1954. DeLuca gives people of AlliedSignal

the credit for the successful drive. "These employees have always been interested in donating blood. They have been responsive to helping others and they are very giving," DeLuca says.

Kathy Flaherty, director of strategic planning for the American Red Cross Blood Services, Connecticut Region, says Allied Signal has made blood drives a priority.

"They have provided continuous sponsorship throughout the 44 years of

service and have always been a dependable source for blood donations. Their commitment to the blood program is taken as seriously as their top projects."

According to Flaherty, AlliedSignal has always pulled through. During a snowstorm, the company's concern was not whether or not the drive should be canceled, but what could be done the night before to make it easier for donors and American Red Cross employees to get through.

Boosting Morale

Thoms Proestler Company, Rock Island, IL holds a contest and winners receive tickets to a local movie theatre. To encourage employees to read their newsletters, Ron Peterson, employee services manager, tells employees to look for the winning word phrase in their newsletter. "You're a Winner" appears in various places of randomly-selected copies of each issue of the newsletter. Employees come to the employee services manager with their newsletter to collect the movie tickets.

Submitted by Ron Peterson, employee services manager, Thoms Proestler Company, (309) 787-1234.

Early Detection Makes a Difference

John Dyson, systems specialist, at Great Western Bank in Chatsworth, CA is glad his company has a wellness program. In fact, participating in on-site prostate screening made a difference for him. He sent a letter to Cindy Moskovic, wellness and work/family coordinator explaining:

"I was in for two surprises on September 22, 1993 when I participated in the Wellness Program sponsored prostate exam. As I shared with a few coworkers after the visit, I thought a digital rectal exam would involve a computer—not the world's original digit! The second surprise came a couple weeks later. My PSA count was alarmingly high. PSA is a prostate specific antigen that is a reliable warning sign of prostate cancer, normal is less than 4, mine was 12.

Well things progressed quickly. My urologist repeated the PSA tests and followed with tissue biopsies, an MRI, bone scan, etc. My tests were conclusive, I had prostate cancer, probably in the early stages and most likely still contained to the prostate.

On January 26, I had a radical prostatectomy (surgical removal of the prostate and surrounding tissue). The good news is this: the surgery went perfectly, I am at home recovering after only 5 days and post operative pathology tests confirm that all of the cancer was removed!

I wish to thank Great Western Bank for offering the prostate screening as part of their Wellness Program. I am certain that I would not have had a PSA test done on my own, 'after all, I had no symptoms,' 'I am too young,' 'these things happen to other people.'

I encourage everyone to take advantage of the special Wellness Program offerings. You never know when one of them may yield big dividends!"

Sincerely,
John Dyson

*Submitted by Vicky Townsend, supervisor—
H.R. Communications, Great Western Bank,
Chatsworth, CA (818) 775-4217*

42,944 Units of Blood

by Mindi Tucker-Phillips, Americal Red Cross, Blood Services Connecticut Region

AlliedSignal's dedicated service to helping the blood supply goes beyond the borders of Connecticut. At one point, New York state declared a blood shortage. AlliedSignal scheduled a special blood drive just two weeks after a routine drive to help their neighbors. This extra drive brought in 96 donations.

There have also been blood drives to help employees and their family members who received blood in regions where pa-


tients were responsible for replacing the blood products used. One such case was an employee's brother, who lived in Texas. He needed to replace 47 units of blood used during his open-heart surgery. AlliedSignal had a blood drive where donors were given the option of helping out this family. Sixty-eight people signed up to have their donation designated to Texas.

In addition, the company has had more than two dozen dedicated blood

drives for employees and their families who have needed blood. DeLuca recalls a drive that was dedicated to an employee's child who had been diagnosed with Leukemia and another drive that was dedicated to an employee who was injured in a serious car accident.

Frank Zielinski, Jr., has been an employee of Allied for 42 years. He has been able to donate on a regular basis because of company sponsored blood drives. "It

really makes you feel good inside when you know you have helped someone else," Zielinski said. "Because this company has been so supportive, I don't have to take time off to go somewhere else."

Zielinski has donated 18 gallons. He has also been instrumental in getting coworkers involved. One gentleman he worked with had never given blood. Zielinski talked him into coming to a blood drive and now that person is a regular donor. 

10 Great Programming Ideas

By Punam Chopra

NESRA Headquarters uncovered some interesting wellness programs designed for the employee population during a recent telephone survey. Some of the latest programs offered at various companies having fitness/wellness programs are listed below.

1. John Harrison, wellness consultant/fitness coordinator
The Mutual Group, Waterloo, Ontario, Canada
(519)-888-2334

Boxercise—A specialized aerobic class designed and structured on boxing techniques, movements and style. It is an exercise class that is increasing in popularity because of its sport profile and variance from a regular aerobic class.

Neuro Muscular Integrated Movements (NIA)—A Mind/Body Fitness Program that is the buzzword in the fitness world today and most suitable for a work/life environment. It involves the focusing of the mind on muscular movements bringing about a stimulating feeling and it is a great stress release.

Both offerings are designed to develop interest in exercise and to improve sense of relaxation among the employees.

2. Sherisa Gray, employee wellness coordinator
Deaconess Hospital, Evansville, IN
(812) 428-7281

Life Quest—An incentive-driven objective

program. A wide range of fitness and wellness programs are offered with objectives to be reached. The participant has to reach at least five out of seven objectives and on doing so, receives a cash bonus of \$250. This program is designed to help reduce medical costs.

3. Tammy L. Thomas, employee activity/fitness coordinator
Siecor Corporation, Hickory, NC
(704) 327-5325

Presidential Sports Award—This award-driven incentive program is given out to those members of the fitness center who participate in various activities. A variety of programs are offered in fitness and recreation. Certain criteria are laid out for the participants, depending on the activity and sport they choose. Each category has a criteria to meet and on doing so, the participants receive merit badges and certificates by the president of the company. This program is offered during the summer months to increase participation in the fitness/sport activities during a traditionally slow season.

4. Viveca Jonsson, CEO
Vivecorp, Bellevue, WA
(206) 746-2342

Week of Fitness Event—A variation of the regular wellness fair, this five-day event consists of different sessions spread throughout the day. Be it blood pressure screening or a massage session, these events are short. The employees are given incentive prizes based on attendance. A minimum of five sessions have to be attended to enter a contest for a prize.

Regular fairs were attracting large attendance, but long lines led to long lunch hours. To

reduce employee time spent at such events and encourage attendance at the same time, this new method of spreading short events throughout the week made participation exciting and convenient.

- 5.** Mark E. Pyle, wellness coordinator
Baptist Regional Medical Center,
Corbin, KY
(606) 526-0007

Phase II—One-on-one intervention had low success rates. Groups were started to encourage participants to perform better, develop team spirit and motivate them to complete the program.

This group training program is conducted with four to six participants in a group. It involves personalized attention that includes sessions in weight training, weight management, pre-fitness and post-fitness evaluation, lifestyle modification, nutrition, etc. This program is conducted over an eight-week period and projects a peer group activity.

- 6.** Deedee Rauchbauer, CESRA,
employee activities coordinator
Land O' Lakes Inc., Minneapolis, MN
(612) 481-2078

Fitness Challenge—This walking/running/bicycling program involves competition. The competition is between two companies and employees of both participate in it by forming two competing groups. The criteria to win is the maximum number of miles logged. Thus, the two groups compete with each other by running, walking or bicycling for a certain time period and the group that logs the most miles wins. Employees are motivated by the competition to workout. This task-oriented activity is meant to enhance team spirit.

- 7.** Jill J. Perreault, employee services and recreation administrator
Hamilton Standard, Windsor Locks, CT
(860) 654-3438

Peak Fitness—At the beginning of this eight-week incentive program, eight mountain peaks forms are handed out to employees to log their attendance. The goal is to attend a variety of activities to win points that are equivalent to climbing the eight mountain peaks. Upon reaching the required goals for all eight peaks, the participant wins a prize.

- 8.** Arlene Hodges,
employee services manager
Outokumpu American Brass
Buffalo, NY
(716) 879-6770


Video Library—Whether or not you have fitness facilities, you can implement this program. Offer employees an ongoing educational program by developing a video library with videotapes addressing topics that are health related and that answer common questions regarding health and other related topics.

Educating the employees will result in creating awareness and will keep them well-informed on health related topics.

- 9.** April Ewaka, human resource supervisor
Neuville Industries, Hildebran, NC
(704) 397-5566

Fitness Club—Winning of points and purchasing great items from the employee store with them is what makes the employees participate in the fitness programs. Each activity has its own point system, be it miles run or time taken to complete. Employees can use accumulated points to buy items of their choice from the company store. Shopping gives the participants a great incentive to workout.

- 10.** Derek Taylor, wellness specialist
The Home Depot, Atlanta, GA
(770) 433-8211

Nutrition Enhancement—To stress a dimension that needed attention, Taylor offers nutrition counseling to motivate and encourage participants to lead healthier lifestyles. This professional nutrition evaluation program includes body/fat evaluation, body composition, counseling, etc. Emphasis is placed on lifestyle modification. 

Punam Chopra completed her student internship at NESRA Headquarters. She has a graduate diploma in sports administration from Concordia University, Montreal, Canada and a Bachelor of Arts degree in English Literature. She is residing in Toronto, Canada and can be reached at (416) 782-5343.

14 Questions to Ask Before You Buy A Point-of-Sale System

By George Whalin

Some employee store managers still keep track of their inventory by hand or in their head. They rely on old-fashioned cash registers to keep track of how much they sell and make decisions on how to run their business with information that is often outdated and inaccurate. At the same time, a growing number of employee store managers are using the latest retail technology to track sales, manage their inventory, identify customer purchasing trends, reduce buying mistakes, increase sales, and make timely, well-informed business decisions.

Which group do you fall into?

A well-researched, appropriately-configured retail management system is the most important tool any retailer, regardless of location, can have to effectively manage the business. If your employee store generates a minimum of \$100,000 annually and you do not yet have a retail system, you will find the investment to be one of the most valuable things you can ever do for your business. If you do not yet have a system or are thinking about upgrading an existing system, the information here will help you get started.

Getting Started

Once you've decided you need a retail management system or that you want to upgrade your system, the first critical step is planning. The heart of any retail system is the computer hardware, and buying the wrong hardware can be very costly. Rule #1: Always buy hardware from a reputable supplier who will be there when you have problems and will stand behind what s/he sells. Rule #2: Always buy as much memory and the fastest processor your budget will allow.

Companies like IBM and NCR have years

of experience building highly reliable retail systems. While I wouldn't go so far as to claim IBM point-of-sale (POS) terminals are completely trouble-free, they are built like tanks and have proven to be extremely reliable in thousands of stores. IBM also offers *Retail Application*, a software program designed to run on its hardware.

Next you'll want to begin identifying the functions you need your retail system to perform. Make a list of all the basic cash register functions. While most basic POS systems will perform sales tracking functions, the functions you need may be somewhat different from those in a traditional retail store. Basic functions might include cash drawer reconciliation, check validation, credit and debit card authorizations, SKU-driven inventory control, bar code scanning, layaways and special orders, in-house charge accounts, sales tax tracking, and employee payroll deductions for purchases.

Make a list of the functions you are utilizing via other methods, either by hand or with a desktop computer. These functions might include inventory management; inventory mark-downs; purchase order entry; order tracking and submissions; open to buy; merchandise transfers and returns; statistical profiles on vendors and product categories; inventory sell-through analysis; sales and profit analysis by day, week, and month; and accounting.

You can include employee functions on your list such as functioning as a time clock and tracking sales productivity for each individual employee. And customer information can be incorporated into the system as well. These might include capturing the customer's name or employee number, creating customer purchasing histories, and managing frequent buyer programs or employee clubs.

Once the list is complete, begin separating those functions that are best performed by the

POS system from those that may still best be done other ways. With the variety of systems that are currently available, there are very few of the functions listed here that won't be available. Many suppliers offer a basic system with add-on modules for specific functions.

Every retailer and employee store manager I've spoken with has told me they've spent months and in some cases more than a year identifying exactly what they want the system to do. Making the time investment researching suppliers and systems will pay off in fewer problems once the system is installed. Getting the right system for your specific needs takes patience and a lot of work.

One of the most time consuming aspects of this process is identifying suppliers with software to meet your specific needs. While telephone calls and meetings are the usual option, visiting supplier sites on the Internet is a great way to save some time and narrow down the number of prospective suppliers. The supplier list following this article includes Internet addresses for many of the companies.

Here are some of the questions you want to ask prospective software suppliers.

1. How long has your company been in business?

While there are probably some newer companies with very good products, you don't want to own a retail system needing support or software upgrades only to find the manufacturer has gone out of business.

2. How many companies currently use your software?

This is one of those "the more the better" questions that will help you find out if these guys know what they're doing and have been chosen by a number of companies.

3. Do you know of any employee stores that are using your software?

With such a small retail segment you may find that most software suppliers don't have employee store customers, but it doesn't hurt to ask.

4. How long have you been selling this software and how many versions have been released?

Many software buyers won't buy the first

release of a new software product simply because they haven't yet worked out all the bugs. If there have been several releases, it's likely they've found the problems and are fine-tuning and improving the functionality of the software.

5. What kind of support do you offer? Is there an 800 number? Is it free?

Software purchasers need support and they often need it at odd hours, so it's very important to get all the information you can about what kind of support the company offers. You might even find it helpful to call the support phone number a few times to make sure you can get through. Some companies offer an 800 number for support and have very few incoming lines and a very small staff. The lines get jammed up and you sit on the phone for an hour waiting to talk to someone.

6. Do you offer on-site installation?

This will depend on the complexity of the software and the installation. It's important to know this information before you make your purchasing decision.

7. Is training available for me and my staff?

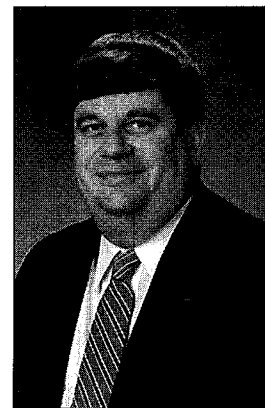
With today's complex software, this is an important part of making an informed decision. If you and your staff are already well-versed in operating POS systems, you may be able to save some money without the training. But most of the time an investment in training will pay off.

8. What kind of hardware does your system run best on?

Hardware compatibility is an important issue, and software companies usually have the answers to this question.

9. Do you sell hardware/software packages?

Most larger suppliers either have their own proprietary hardware or have made arrangements with another company to sell a complete package. In some situations buying a complete hardware/software solution will save some money.



George Whalin is president of Retail Management Consultants based in San Marcos, California. He is also the publisher of George Whalin's Retail Management Letter, one of retailing's most widely read newsletters. For more information call (800) 766-1908.

10. Will your software interface with my other systems? (accounting, etc.)

Compatibility with your other in-house systems is often a critical part of making the purchasing decision. Find out early and it may save time and hassle later.

11. Will I need additional software for bar-code scanning and customer database functions?

For some retail systems these functions require separate modules or even software from a third-party supplier.

12. How much do upgrades cost and how often are they released?

Computer software is constantly being refined and improved and those improvements can be frequent and costly. It's important to know exactly what to expect before making the decision to buy.

13. Is your system modular and can I add other modules as my needs change and budget allows?

This will depend on your needs and budget. Software suppliers who regularly sell to and serve the needs of independent retailers frequently offer a low-cost basic system that can be added to as the retailer's needs change. If you have a single location with a single POS terminal, a basic system with add-on modules is usually the place to start.


14. Can you supply me with the names of at least five other companies that are using your software?

Talk to people who already own and use the software and make sure you talk with both new users and those who have had the software for some time. You will find this is one of the most important steps to take when deciding what software to buy.

Conclusion

While these are not all the questions you should ask, this will help you begin to identify suppliers who are best suited to serve your specific needs.

It's not enough to ask the supplier for references. You should call and ask about their experiences with the software and the company. It is unlikely suppliers will give you names of dissatisfied customers, but you may want to ask the people you do call if they know of anyone else who's using the company's software. You may also find it useful to talk with other NESRA members about the systems they are using. The application may be different but the more information you get, the better prepared you will be to make an informed decision.

With today's demanding business climate, computer retail management systems have become more sophisticated offering a wide range of functions and capabilities. Best of all they've become affordable for every retail operation providing managers with usable tools to better run their businesses. 

Retail Software Resources

Retail Merchandising
Services Automation
6600 Jurupa Ave.
Riverside, CA 92504
(909) 688-4301

Retail Technologies
International
4800 Manzanita Ave., Ste. 1
Carmichael, CA 95608
(800) 233-0793
www.retailpro.com

Lode Data Systems, Inc.
10609 W. 159th St.
Orland Park, IL 60462
(708) 460-0999
www.lodeatasystems.com

SK Technologies
500 Fairway Dr., Ste. 104
Deerfield Beach, FL 33441
(954) 418-0101
www.storekare.com

Specialized Business
Solutions
352 Lake Dillon Dr., Ste. C
Dillon, CO 80435
(800) 359-3458
www.some.com/sbs

Synchronics
6584 Poplar Ave., Ste. 200
Memphis, TN 38138
(800) 932-1041
www.sync-link.com

IBM Corporation
(800) 426-3333
www.ibm.com

Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM and NESRA's Membership & Peer Network Directory.

▼ **Flamingo Hilton Laughlin**

1900 S. Casino Dr.
Laughlin, NV 89029
(800) 292-3711
(702) 298-5111
(702) 298-5129 FAX
Contact: Diane Mogg

The Flamingo Hilton Laughlin Hotel/Casino Resort features 2,000 guest rooms, 20,000 sq. ft. casino, swimming pool, tennis courts, arcade, full-service restaurants, live regular and seasonal entertainment, river tour boat and 7,000 sq. ft. of banquet and meeting space.

▼ **General Security Services Corp.**

9110 Meadowview Rd.
Bloomington, MN 55425
(612) 858-5090 ext. 5094
(612) 858-5050
Contact: Monica Gordon

General Security Services Corp. is a resource for security people, products and services to the commercial, residential and governmental market. It is a full-service provider offering security officers, closed circuit TV, alarms, fingerprinting, ID badging, personal safety products and monitoring. A tradition of safety and security excellence since 1946.

▼ **Lee County VCB**

2180 W. First St., Ste. 100
Fort Myers, FL 33901
(941) 338-3500
(941) 334-1106 FAX
E mail: lic@cyberstreet.com
Contact: Harriet Myers

Florida's Tropical Island Getaway—Lee Island Coast! How far away a vacation takes you can't always be measured in miles. On the Lee Island Coast you'll escape to a world where white sand beaches stretch as far as you can see. It's a world of tropical wildlife and spectacular sunsets.

▼ **Maison Dupuy Hotel**

1001 Rue Toulouse
New Orleans, LA 70112
(504) 586-8000
(504) 525-3554
Contact: Jennifer Barnes

Located in the heart of the French Quarter of New Orleans, your employees will enjoy our lush garden courtyard, outdoor pool, spacious accommodations, signature restaurant and impeccable service. Allow the Maison Dupuy Hotel to host your next employee program.

▼ **Richard Petty Driving Experience**

P.O. Box 10043
Lake Buena Vista, FL 32830
(407) 939-0130 ext. 145
(407) 939-0137
Contact: Dale Settles

At Richard Petty Driving Experience, guests can drive or ride a Winston Cup Style Stockcar. We offer a variety of programs to suit your needs at our locations: Atlanta, Charlotte, Las Vegas and Walt Disney World Speedways. NESRA members receive a 10 percent discount. Perfect gift, award or incentive.

▼ **Vanguard Tours & Cruises, Inc.**

11 Canal Center Plaza,
Ste. 107
Alexandria, VA 22314
(800) 623-7714
(703) 684-5060
(703) 688-5820 FAX
Contact: Louise Sparks

We've been customizing group cruise programs for 28 years. All cruises go regardless of number of participants and prices never change. Cruises available for \$50 deposits and low monthly payments with no interest charges and major credit cards accepted. Outstanding programs and prices.

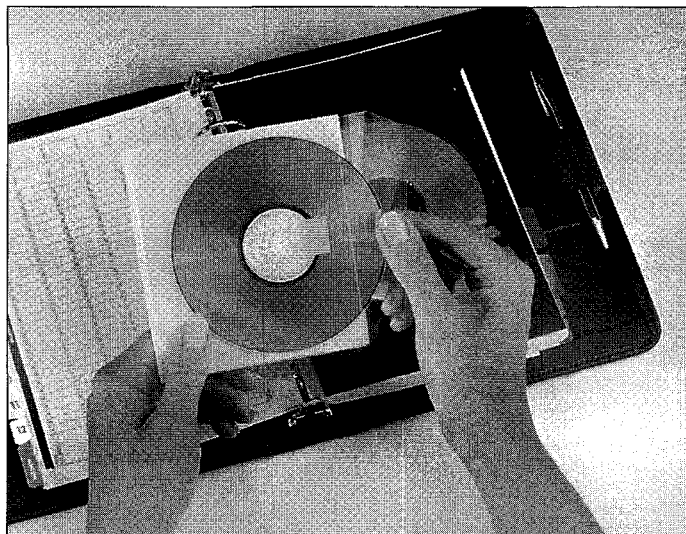
▼ **Whitewater Voyages**

5225 San Pablo Dam Rd.
El Sobrante, CA 94803-2209
(800) 488-RAFT
(510) 758-7238
E-mail:
Raft@wwwvoyages.com
Contact: Bill McGinnis

California's most experienced rafting company. Whitewater Voyages features professional, friendly guides, 20 wonderful rivers—from mild to wild and half-day to seven-day trips with fabulous campfire cuisine. Free catalogues, posters, group-organizer kits are available with a 10 percent NESRA group discount. We take extra special care of you! 

Update your '97 NESRA Buyer's Guide and Services Directory by noting these additions:

- Florida Vacation Stations (FL hotels) new contact: Michael DiPetrillo
- Orlando C&VB (Convention Bureaus) new contact: Nancy Hahn Bono
- Reservations Plus, formerly City Wide Reservations, (NV hotels) new contact: Kathy Clark
- Sayings For You, Inc. (merchandise) new address: 170 Lodi St., Hackensack, NJ 07601
- Swissair (travel) new contact: Mary Beth Keenan, FAX: (516) 844-4565
- Universal Studios/Florida (family) new contact: Janet Carrier, phone: (407) 224-6056



Self-Adhesive Products Carry CDs

Imagine that you need to carry an important CD-ROM disk with you to a client meeting. In what do you carry it? How about a cumbersome plastic case that doesn't fit in your file folder or day planner? Or, do you store the CD-ROM in a slippery plastic sleeve that could easily slide around in your briefcase? 3M has a solution: the 815 Self Adhesive Pockets for CD-ROM disks. To utilize the pockets, adhere the clear plastic sleeve to the inner flap of a file folder, binder or organizer; slide a CD in the pocket; then fold down the remaining top flap to prevent the disk from falling out of the pocket.

For more information, contact 3M Stationery and Office Supplies Division, 3M Response Center, P.O. Box 130514, Roseville, MN 55113-9759, (612) 736-0852, FAX (612) 737-9847.

TV Channel for Disabilities and Health

Kaleidoscope is a channel for people with disabilities and major health concerns. The channel is becoming a News-and-Information-On-Demand Network. It will offer news at the top of every hour in CNN-style Headline News fashion. Three programming areas, each offered at the same time periods daily for

viewer convenience will be Health—covering treatment-related issues; Wellness—offering preventive information; and Ability—featuring unique programs empowering people with disabilities as it represents their point-of-view.

For more information, contact Kaleidoscope Television, 1777 N.E. Loop 410, Suite 300, San Antonio, TX 78217-5235, (210) 824-7446, FAX (210) 829-1388, TTY (210) 824-1666.

Remote-Control Golf Caddy on Course

A remote-control golf caddy, Robo-Kaddy, enables the clubs to go to the player. The lightweight unit is button-controlled from a small handset, and comes complete with battery and charger. The speed of the caddy can be adjusted from the handset; and the anti-tip bar, fitted to the rear wheels, prevents the clubs from spilling out, even on steep hills.

For more information, contact Wheelpower House, 90 Evelyn Rod., Sparkhill, Birmingham, England B11 3JS, 011.44.121.772.1222, FAX 011.44.121.772.1224

Easy-To-Use Displays For Brochures

Displays with brochure/business card pockets are available in clear plastic with a plain face or with a "take one" message. Custom sizes can be made and there are eight sizes in stock. The displays are designed with clear plastic sleeve covers and heavy white board, durable construction and self-standing easel back.

For more information, contact Hutchison Co., Inc., 369 Douglas Rd., P.O. Box 486, Whitinsville, MA 01588, (508) 234-4681, FAX (508) 234-4127.



Get Organized with Help

In the 1996 remake of The Unorganized Manager from Video Arts, comic John Cleese shows professionals how to use the most precious business commodity—time. Playing St. Peter, the most heavenly of management consultants, Cleese offers practical tips to im-

prove workplace organization and time management skills. The video trains managers to organize tasks into active and reactive, establish priorities in terms of importance and urgency and delegate to improve staff morale.

For more information, contact Video Arts Inc., 8614 W. Catalpa Ave., Chicago, IL 60656-1160, (800) 553-0091.

Northeast Region

National Director

Roger Lancaster,
(202) 720-4870
FAX (202) 690-2737

Regional Director

Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Maryland NESRA/

Baltimore, Maryland.
Colleen Riley, (301) 688-7337 FAX (301) 688-5403

LFRA/Washington, D.C.

Rudy St. Louis,
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Seven Tips for Publishing an Electronic Newsletter

by Ron Solberg

Recent interest in electronic publications and newsletters is very much related to the explosive growth of the ubiquitous e-mail and widespread use of the Internet. These cyberage publications are relatively easy and inexpensive to edit and disseminate to local or global audiences. That they are created, distributed and stored on computers cuts back on production schedules, making available more timely information and news to recipients. However, there are pitfalls, as well, to the medium. Here are our tips on making electronic publications of real value to both publisher and reader.

1. Know that there are many electronic publication options that fit your needs, expertise, resources and culture.

They range from relatively simple broadcast e-mail and computerized bulletin boards to sophisticated and interactive websites complete with video and sound. Some publications are automatically distributed to every terminal and e-mail box while others require the recipient to periodically log into a site or board to gather news and information.

2. Understand that e-mail and electronic communications are not yet for everyone.


All are not comfortable with reading information regularly off a computer screen. You should still use multiple media—publications, fax, bulletin boards, interoffice mail.

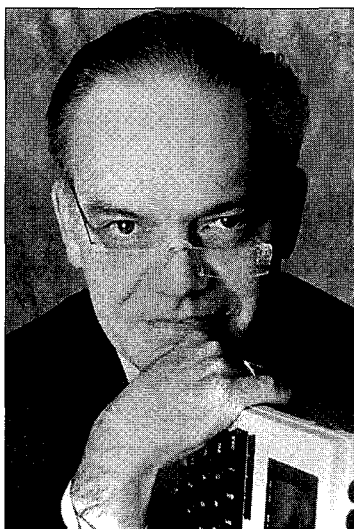
3. Use each of the communication media to promote the others. For example, if you're publishing a website, reference website URLs (addresses) in your paper-based publications that support the article or news brief. If you have a fax-back program, post the telephone numbers for that system on your website.

4. Making the most effective use of electronic communications requires a team approach. Those wishing to use one or another of the electronic media should be working closely with their information systems (IS) people. Others who might be part of this team are human resource professionals, communicators, graphic artists, researchers and librarians.

5. Give your electronic communications recipients plenty of opportunity to reply or dialogue with you, the publishers. The more feedback options provided, the better the readership. Also, the feedback will help you judge the effectiveness of the electronic medium and make changes to improve future issues.

6. Make a conscious effort to progress from basic broadcast e-mail to the more elaborate interactive multi-media electronic publications. Though, don't sacrifice good and clear communications for technological bells and whistles. When possible, integrate important components of each medium in successive systems. For example, broadcast e-mail can headline breaking news appearing on your website. The addition of a computerized bulletin board for employees and members will permit written exchanges, thus heading off rumor mills.

7. Take a clue from current Internet trends. More and more electronic publications, like CNN Interactive, are featuring individualized information systems. That is, users can customize the publication to deliver information they are interested in viewing. And such information is updated whenever the user chooses to read it. 



Ron Solberg is president of EasyCom, Inc., a Chicago-area consultancy specializing in counseling companies and organizations on using the Internet, the World Wide Web and other advanced communication technologies. For more information call (800) 546-1403 or e-mail RonSolberg@compuserve.com. Or, visit EasyCom's virtual office at <http://www.easycom.com>.

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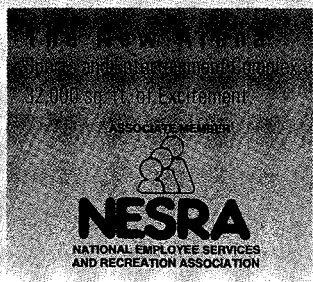
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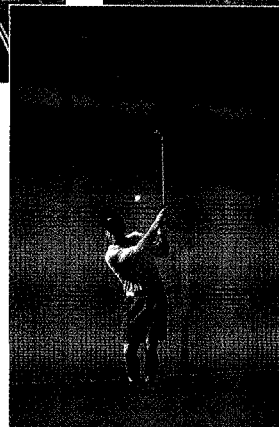
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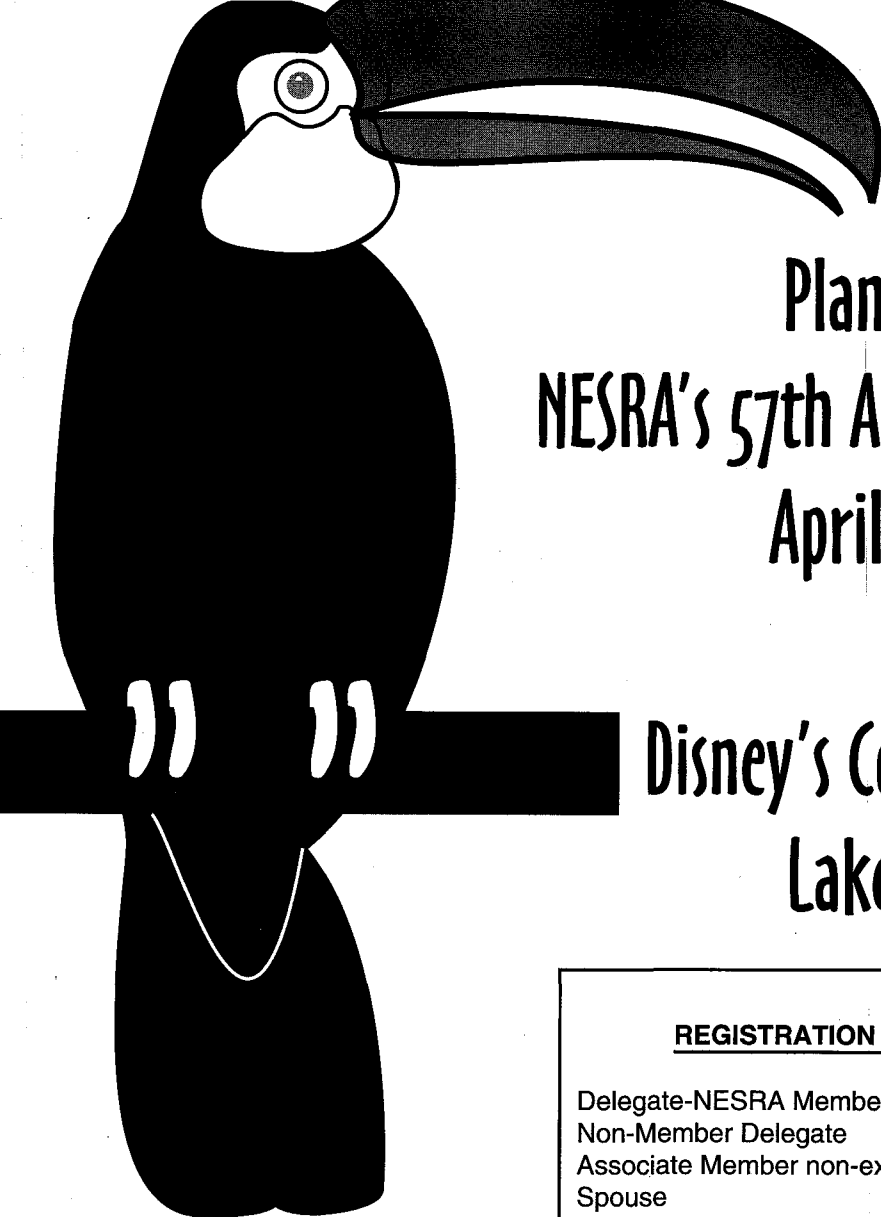
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EMPLOYEE SERVICES MANAGEMENT



Features

4 **Employee Health Insurance**
Billings, Claims, and More
The Employee Health Insurance Association (EHA) is a national organization that represents the interests of employers and employees in the health insurance industry. EHA provides a variety of services, including health insurance plans, health care cost containment programs, and health care reform advocacy.

8 **Wardrobe Swap: Employee Clothing**
A wardrobe swap is a great way to save money on clothing. It's a place where you can trade your old clothes for new ones. This is a great idea for employees who want to look professional but don't want to spend a lot of money on new clothes.

13 **Effective Delegation**
You can't do it all. Delegation is the key to success. It's the process of giving someone else the authority and responsibility to complete a task. This is a great way to save time and energy, and it's also a great way to develop your employees.

17 **Rock & Roll in the Classroom**
If you work in a classroom, you know how hard it can be to get your students to listen. Rock & Roll in the Classroom is a program that uses music to help students learn. It's a great way to make learning fun and engaging.

26 **Health Promotion**
As a health care provider, you know how important it is to keep your patients healthy. Health promotion is the process of helping people make healthy choices. This is a great way to prevent disease and improve the quality of life for your patients.

Departments

6 **News and Trends**
The latest news and trends in the employee services industry. This section provides a comprehensive overview of the current state of the industry, including new products, services, and regulations.

10 **Employee Health Insurance**
A comprehensive guide to employee health insurance. This section covers everything you need to know about health insurance, from how to choose a plan to how to file a claim. It's a great resource for employers and employees alike.

26 **Health Promotion**
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Editor's Note

When I Was Watching T.V. . .

by Cynthia M. Helson
NESRA Director of Communications




When I was watching TV it amazed me how much air time networks use to promote themselves. Commercials are interspersed with promotions for thrilling movies, provocative shows and cliff-hanging soap operas. Networks come up with a whole theme to present this season's new line-up. CBS's theme is something like "Come Home to CBS." Networks continuously pique our curiosity about shows throughout the season. They've also come up with a way to put their logos on the right-hand corner of a screen during a show.

What's my point? Well, sometimes I spend all my energy in creating a new publication or a new program and I fail to market the product to its full potential. Have you ever implemented an employee services program that you later realized was an ideal photo opportunity for positive public relations? In addition to selling the program to your employees, you are also selling your company to the community. Can your company benefit from the exposure? Can employees gain a warmer perspective of your company?

Networks don't just promote themselves on T.V., they do so on billboards, bus signs and in newspapers, not to mention how television cross-promotes its shows when actors/actresses appear on talk shows.

Maybe there's a lesson here. Just as promotion is key to getting employees to your programs, it could also be important for you to get the word out about your innovative programs beyond your company walls. The more positive messages you send out about your company, the more your company will be seen as an "Employer of Choice." People like to buy products from companies with recognizable names and good reputations.

Take a look at the cover story, "Warming Your Company's Image" on page 9 to see what some NESRA members are doing. 

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CynHelson@aol.com.

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Energizing Today's Employee

by Bob Nelson

The world of work has changed—fundamentally and forever—and so too have the employees who work within it. It used to be that most employers were able to offer their employees long-term job security in exchange for long-term loyalty from workers. This exchange between employer and employee is now a thing of the past. Downsizing, rightsizing, reengineering and related initiatives have displaced over 6 million Americans within the last decade.

To be effective today, managers must be master energizers. They must create supportive work environments that can encourage desired behaviors and outcomes of employees. They need to create energy—first in themselves, and then in their people. There are three main areas where managers can have the greatest impact in energizing the workplace: energizing individuals, energizing teams and energizing organizations.

Energizing Individuals

The trust, respect and consideration that managers show their employees in one-on-one relationships each and every day of the week is the foundation of an energized organization. This trust and respect is reflected in each employee interaction.

For example, to keep employee morale and energy at high levels during particularly busy times of the year, executives at the CIGNA Group, an insurance company headquartered in Hartford, CT, personally push coffee carts around the office, serving drinks and refreshments to their front-line partners. Not only do employees appreciate this gesture by management, but they have the opportunity to bring up and resolve customer issues at the same time.

At the Mirage Hotel in Las Vegas, NV, one manager has found a way to dramatically strengthen relationships with her employees,

and at the same time improve their involvement and productivity. Once a month, the manager asks her employees, "What one thing can I do better for you?" After listening to and acknowledging the ideas, she tells them one thing they can do better for her that month. This approach builds energy and communication between all employees while generating new ideas to improve the organization.

Energizing Teams

In recent years, teams have taken the business world by storm. Organizations are making widespread use of ad hoc teams, cross-functional teams, self-directed work teams and more. Unfortunately, in many cases, team members continue to take their orders from management and have precious few opportunities to act autonomously and independently. Energizing managers recognize the need to empower teams to act independently of management and to decide what needs to be done and how to do it.


With today's technology, teams no longer have to be in the same room—or even the same city—together to get things done. At Denver, Colorado's Boston Market restaurant chain, managers at all levels of the organization work together to change menus, solve distribution problems, resolve customer complaints, and more—all online via the company's computer network.

A team of truckers at Salt Lake City, Utah's Motor Cargo trucking firm worked together to produce, direct, and perform in a video on how to catch billing errors. Not only were the employees energized by being given the opportunity to pursue this project, but the company realized savings of more than \$16 for each invoice processed. According to employee involvement coordinator, Kevin Avery, "It's the first training video I've seen people actually excited to watch."

Energizing Organizations

An organization can be flexible—providing options, resources and tools to its employees—or it can be bureaucratic and policy-bound, creating an environment that erodes the confidence, self-esteem and energy of its employees. Energizing organizations constantly seek ways to break down the organizational walls and barriers that stand in the way of employee initiative and energy.

For those who believe that streamlining policies and procedures is an impossible dream for long-established, policy-bound organizations, there is hope. When Dayton Power & Light in Dayton, OH renegotiated its contract with the employees' union, the contract was shortened from 200 pages to only 14—the first page being a statement of shared philosophy. Because of the change, management and workers were energized to work together to confront problems and to pursue their common interests.

Energizing employees today takes the dedicated and ongoing effort of managers who are constantly on the lookout for new ways to involve employees in their organizations at the same time as they identify and tear down the bureaucratic barriers to their success. The best motivators for today's employees are the ones that show that their managers trust them and value their opinions. If you're willing to build bridges with your employees instead of erecting walls that prevent them from giving you their best work, then your organization—and the employees within it—will reap the rewards. 

Bob Nelson is founder of Nelson Motivation, Inc. in San Diego and author of 1001 Ways to Energize Employees and the best-selling 1001 Ways to Reward Employees, both by Workman Publishing, and co-author of Managing for Dummies and Consulting for Dummies, both by IDG Books Worldwide. He may be reached at (800) 575-5521, or via the Internet at BobRewards@aol.com or at his Website: <http://www.nelson-motivation.com>

To order his book from NESRA, see page 33.

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NEWS

IN BRIEF

▼ Appreciating Temporary Workers

In a market with more than \$4 billion in tourism development, less than 4 percent unemployment and an estimated 5,000 jobs available today, good workers are hard to find. One temporary placement firm has upped the stakes to recruit and retain the best workers.

"Good, steady and dependable workers are hard to find and we want them to feel appreciated," says Mark A. Lang, president of Workers of Florida, Inc. "Worker courtesies extend beyond

free coffee. If the job requires special equipment for personal protection, we supply it. We'll even supply a skilled worker with a specific tool, if it will get the job done."

The company also offers its temporary workers a grab-bag of employee benefits that includes paid vacations, health care plans, and a safety program that allows workers to earn points towards merchandise.

Such job perks as vacations and health plans are often unavailable to full-time workers on short-term assignments," Lang says. "By the time their vacation accrues or their health plan is vested, they're getting

laid off. A good temporary worker deserves the same treatment as a full-time employee, and that's the way we treat them."

▼ Baby Boomers Still Youthful

"Businesses waiting for the next youth market have been surprised to discover that their best customers are still boomers and that boomers are still the youth market," says Cheryl Russell in *The Mid-Youth Market: Baby Boomers in Their Peak Earning and Spending Years*, reports *The Futurist*.

The oldest boomers are spending more than ever

before. Households of the 45-to-54 age group spent more than \$41,000 annually in 1994, nearly one-third more than the average household.

This group spends more than any other on food away from home, clothes, transportation, entertainment, personal care products and services, and education, says Russell.

The baby boomers will create a demand for new business opportunities such as fitness equipment and services; treatments for chronic conditions (arthritis, hypertension, heart disease, and hearing problems); and health insurance and other financial services.

Workspace Becomes More Personalized



Eighty-five percent of office workers decorate their workspace with personal belongings according to a Steelcase Workplace Index, a survey that gauges workplace trends in the U.S.

HRMagazine reports that of those 85 percent, 68 percent do it because it improves their overall attitude at work.

The survey found no great gender differences in office decorating, with men and women equally inclined to personalize their workspaces, but employees aged 35-44 were much more likely to do so than those aged 18-24.

Forty-two percent of workers said their company does not encourage decorating. Space was the pre-

vailing reason cited (26 percent), while 18 percent believed they would be seen as less professional and 12 percent either worried about damage to the walls or said their companies adhered strictly to a design scheme.

▼ President's Summit for the Future

On April 27-29 in Philadelphia the President's Summit for America's Future called to corporate America to pledge support for improving the lives of 2 million of the nation's 15 million needy children by 2000, reports *The Chicago Tribune*.

Big business rushed to add their names to the list of supporters, pledging money or volunteer hours at a time when business is also downsizing, laying off workers and cutting costs.

Some companies encourage their employees to volunteer time by granting release time, which means giving employees paid time for volunteer activities. One company has a policy that states time spent on company-sponsored projects is considered time spent on company business. The policy applies to all employees. Employees must seek approval for release time from their supervisors.

▼ Technology Enhances RVs

Traveling at automatically maintained cruising velocity with full climate support, the explorers consult navigation satellites to plot a course. Their machine will attach its umbilical connections on arrival, but the landing spot need not be flat because the vehicle

will be automatically leveled with landing feet that extend to the ground.

Science fiction? Not for owners of recreation vehicles (RVs)—motorhomes, travel trailers, truck campers, fifth-wheel travel trailers and folding camping trailers. Today's models are packed with so many new innovations that RVing can sound as much like space travel as the increasingly popular family vacation option it is.

Some of the popular features are:

- A James Bond-like moving wall that makes more space inside parked RVs. The slide out option was installed on a quarter of the conventional travel trailers and type A motorhomes built last year and was installed on three-quarters of fifth-wheel travel trailers.
- Small direct broadcast satellite antennas that have replaced the mammoth dishes of the 80s. There are even models that work while on the road, so RV passengers won't miss the big game while making time.
- A dedicated spot for a computer. The PC is following in the footsteps of the television and the VCR as typical equipment.
- Microwave and convection ovens, washers and dryers, central heat and air conditioning, high-fidelity sound systems, multiple televisions, queen-sized beds and automatic leveling systems are all popular amenities in RVs.

▼ Lift the Disguise

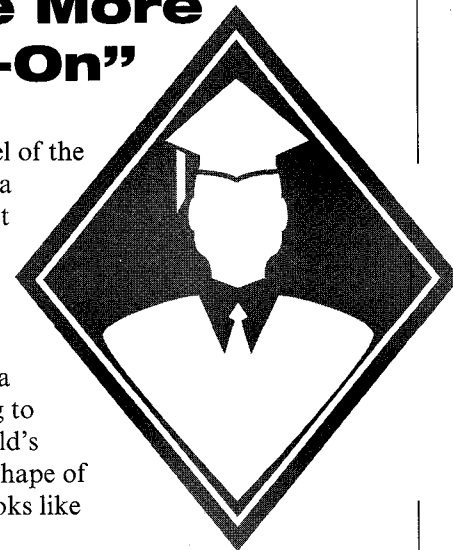
When you leave the office for family needs, tell your company what you are doing. Men and women will both

continue to suffer if work/family conflicts remain "disguised so that nobody understands."

As employees identify their needs, managers will be better able to deliver programs that employees will feel freer to use.

MBA Programs Become More "Hands-On"

The familiar model of the MBA offered at a business school cannot keep up with the rapidly changing demands of business, reports *USA Today*. Business education is a big business, changing to meet the business world's needs. The emerging shape of business education looks like this:



Experience over lectures: In one school, students aren't lectured to in a classroom. By their third term, students are expected to have a business plan for a company they'd like to start. Their final year of study consists of an internship doing real work at a real company.

Custom learning vs. the cookie cutter: In Japan, the new emphasis is on individuality and creativity. The school gives students a significant amount of leeway to design their own courses, working closely with faculty members.

Projects vs. courses: Business education takes place in projects, where the students practice the kind of hands-on skills they'll need when they enter the business world.

Technology vs. the campus: Technology changes the learning game. At one school all undergraduate students have a home page on the web, where they post their interests and their papers. Learning on the Internet is not only faster, cheaper and more global, but it also employs the kind of information technology that is at the heart of work in the new business economy.



Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

A "How To" Approach to Event Production, Marketing and Sponsorship

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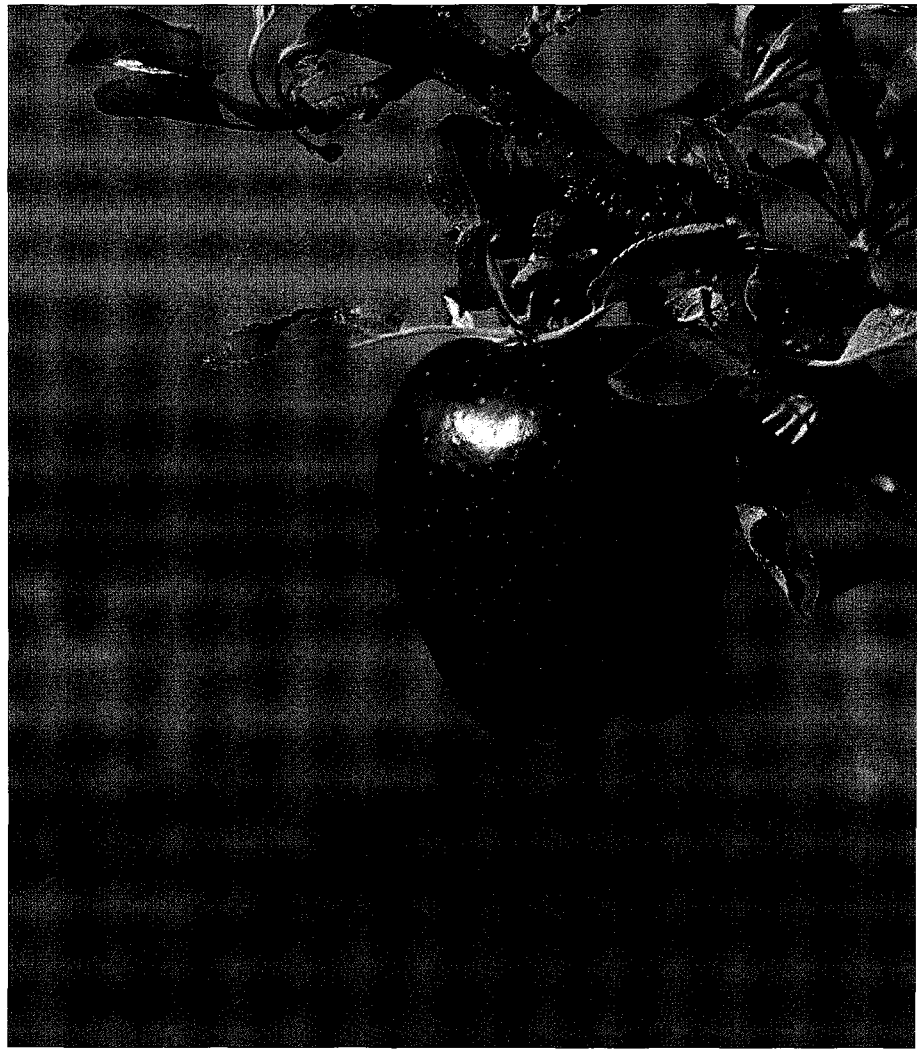
By Cynthia M. Helson, editor

Economics are key. Technology is crucial. Growth potential is a must. Yet there's more to the story of a successful company. Today, being on the leading edge demands more attention to the delicate curves than ever.

Employers of choice are paying attention to how their images affect their bottom lines. They are keenly aware of the tight race to nab the most skilled employees. They are appropriately concerned about being environmentally sound and they are expected to be a community supporter. Those who plan programs to attract top-notch employees and those who organize events that hold their employer in the community's high regard are those that help their employer express its culture. Employee services managers can enhance their organizations' images by promoting their organizations' employee services and community service programs.

Herbert H. Rozoff of Herbert H. Rozoff Public Relations Inc., Northbrook, IL, says, "Positive public relations can affect the sales of a company's products or services. It can affect the public stock view as it is interpreted by analysts and others. For a manufacturing or a service company, visibility can be key because an invisible company may not be asked to bid on work."

While employee services practitioners are busy planning innovative programs, some fail to understand the value of promoting their success.



Using Employee Services to Create an Image

One department that has recognized the value of promoting its employee programs is CIGNA, Philadelphia, PA, which has hired a public relations agency to promote its offerings. Debbie Veney Robinson, assistant director human resources/communications comments that CIGNA human resources and services has a very small communications department and they needed help with media relations. She explains, "CIGNA has a mission of being an employer of choice. In

COVER FEATURE



"In order for others to think positively about CIGNA, they have to know what programs we offer."

communicating our program, we help the company reach its goal. One of the ways CIGNA can do this is through positive public relations." Robinson adds, "In order for others to think positively about CIGNA, they have to know what programs we offer."

Robinson emphasizes the importance of both internal and external public relations. She says, they promote programs through broadcast e-mail, posters, internal television and use external media because employees watch television and read newspapers. "Quite frankly, a third party is perceived as more credible," says Robinson. "When our employees read about one of our programs, they see our company as a great place to work."

Another company that capitalized on its state-of-the-art employee services program is Fel-Pro Inc., Skokie, IL. This manufacturer of automobile products has become known for its on-site childcare center and other work/life programs. It has gained recognition by people across industries as an employer of choice. Its childcare facility has appeared numerous times on television.

This manufacturing company has participated in a research study by the University of Chicago focusing on its work/life initiatives and their affect on employee satisfaction. This additional exposure has led Fel-Pro to be considered for many top lists of favorable employers. Representatives from Fel-Pro have

been on national conferences' programs discussing issues such as work/life, motivating employees and retaining a qualified workforce.

Fel-Pro is just one example of a company implementing an impressive employee services program. Across the country NESRA members are rolling out innovative employee services programs designed to reduce stress, balance work and personal life and to reach peak productivity. On-site employee stores make it easy for employees to purchase greeting cards, gifts, accessories, and home computer needs during lunch so that they can return to their worksite on time.

Ice cream socials at Digital Semiconductor, Hudson, MA, help employees relax and talk with co-workers during a break. The Rockport Company, Marlboro, MA, maker of comfortable shoes, maintains a fleet of mountain bikes for employees to burn off steam—and calories during lunchtime. Exercising during lunch re-energizes employees for a productive afternoon. According to Jody Baker, manager of Rockport University Training Center, soon a reflexologist will be on-site during specific times to administer foot massages to employees.

What seems to be gaining popularity is parenting classes. Since we are an information society, it seems today's parents are seeking more information from experts on how to positively rear their children. I've seen more companies promote these programs and more specialized experts recognize the demand for this knowledge. As employee services practitioners deliver more lunchtime seminars addressing the issues of helping children with homework, discipline alternatives and positive praise, a few goals can be reached. Employees can learn from the experts on how to nurture their children. This knowledge can help employees balance work and family, which can relieve some stress. At the same time these seminars address topics noticed in the neighborhood schools. (see article in October, 1997 *Keynotes* on Parenting Seminars.)

At the heart of every community is its schools. It is now popular for corporations to serve a contributing role to schools. Whether its Ashland Chemical giving scientists company time to make presentations to science classes or whether it's the local hospital sending representatives to high school career days, companies are getting involved at various levels. Digital Semiconductor employees donate hundreds of backpacks full of notebooks, pens, socks and other school supplies for needy children. Those who forge such liaisons between their corporations and schools enhance their company's image in the community.

The community extends beyond schools and employees realize this. Employee services practitioners are skilled at rounding up teams of employees to help worthy causes. Pamela Kane-Andrews, human resources/community relations representative for The Rockport Company organized a group of employees to paint the storage facility for a local food

F.Y.I.

NESRA has been getting calls from the media looking for innovative employee programs. NESRA served as a resource for two recent Wall Street Journal articles that addressed company owned vacation cabins available for employees to rent and summertime morale boosting programs.

There is a demand for this information. Capitalize on it and keep Cynthia Helson at NESRA on your mailing list to keep us informed of your offerings. We can help you gain media attention.

pantry. Mary Lou Panzano, RVESRA, President of NESRA New Jersey, works for The Prudential, Newark, NJ. Panzano says across Prudential, employees collectively donated 47,000 volunteer hours to various community programs such as house building projects, soup kitchens and other organizations. Digital Semiconductor personalizes its holiday gift drive. Sheila Coleman, operations manager, says an employee committee contacts local agencies to collect names of children in need and their list of an item they would like for Christmas. Employees are urged to keep their gifts to \$25. Coleman says "Sometimes the children ask for simple gifts like a blanket."

Why Do They Do It?

Coleman of Digital says, "We get great press, but that's not why we do it." Vice Presidents of Digital were so proud of employee volunteers who organized a Back-to-School "new" clothing drive, that they publicly recognized the volunteers with a cash award and their photos appeared in local newspapers.

"We do this because first, it's the right thing to do; second, it helps employees feel good and third it helps employees balance personal life with work life."

These volunteers saw a need. They saw children needed a new school outfit, sweater, socks, underwear, winter jacket and backpack with school supplies. They called employees to fill the need.

Coleman says, "I think the community sees us as a good neighbor." She adds, "Employees feel like the company cares and they are glad to reach out to the community to show that we care."

Genie Zenowich, health promotion director, Ashland Chemical, Dublin, OH, arranges to donate used fitness equipment from Ashland Chemical's fitness centers to a United

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Way agency that sponsors fitness centers for inner-city families. Ashland also dedicates space for a group of students to meet to do science research. Zenowich says, "The company doesn't do these things to raise awareness about our company in the community because we don't sell our products to consumers. We sell to other companies. We do this because first, it's the right thing to do; second, it helps employees feel good and third it helps employees balance personal life with work life."

Actively Create the Image

Getting press coverage should not be your motive for doing all these events, but since you are doing them, get the word out to help enhance your company's image. Here are a few suggestions:

- **Develop a strategic plan in which you look at what your company is doing and why.** Ask yourself if it is making an impact on the community? Is it improving employees' lives? Is it saving money? Is it being more productive? Are you doing something innovative? Are you setting a trend? Is it newsworthy?
- **Develop a steady stream of news.** Create and send out press releases announcing the

basics—your company did it, what happened, when, why and how. Make sure NESRA Headquarters is on your mailing list.

- **Be selective.** Debbie Veney Robinson, assistant director, human resources/communications, CIGNA, Philadelphia, PA, says, "We do a lot of great programs, but they are not all newsworthy. For example, I wouldn't call out the media to see us distribute free batteries to employees at daylight savings time when we remind employees to adjust their clocks and replace the batteries in their smoke detectors. I would call out the media when we announce how much money CIGNA raised during National Denim Day for breast cancer research and when we give an award to a local dignitary for her efforts in promoting research for a cure for breast cancer."
 - **Distribute information by fax or e-mail to the media that uses numbers.** Show them with numbers, charts and graphs how many dollars were raised for a charity or how many fewer sick days were reported after flu shots were administered.
 - **Start in-house to develop relationships with the media.** If it becomes overwhelming, look into outsourcing media relations.
 - **Look for other means to get the word out.** Become a speaker at conferences focusing on employee motivation and retention. Tell others what your company does to help others.
 - **Run stories in your company newspaper describing how others benefited from your employees' efforts or your company's financial donations.** Employees want to know that they work for a company that cares.
 - **Educate your company's recruiters about all of these philanthropic efforts.** Make them aware of the corporation's contributions to the community.
 - **Tell recruiters and the media about your employee services offerings.** The media thrives on this information and in a recruiting situation, it can make a difference.
- Employee services and community services go hand-in-hand. A company's image is enhanced with positive dealings with the community and an appreciation for its employees. You can help your company express how caring for the community and its employees is part of its culture.

Community Service Projects

Participating in community service projects gives employees a chance to feel good about themselves, helps the needy and develops a positive relationship between your company and its community. Here are some suggestions:

- Sponsor employees who participate in a local walk/run for charity
- Organize clothing drives in September and December
- Coordinate a tour of your facility for school children (if possible)
- Rally employees to form teams for restoring houses, cleaning up parks or organizing seminars for the community.
- Adopt a local elementary school and help provide speakers, supplies and other support
- Organize gift drives during the winter holidays for families or others in need.
- Support existing projects such as National Denim Day and National Employee Health and Fitness Day.

Effective **Delegation**

by Odette Pollar

"If you want something done right—do it yourself."

"It will take me more time to explain it to

someone else, than if I do it myself."

"It's faster and easier for me to do it so I'll do it."

Sound familiar? One of the traps that employee services practitioners fall into is perfectionism: feeling as though you are the only person who can work with a special supplier, handle a ticklish situation or create the promotional materials for a program.

On a surface level, these are all true statements. In any single instance, it is faster to handle it yourself because you must clearly define the task, train the person and commit to being available to answer questions. Additionally, you must choose the correct person for the task, determine the level of delegation that is appropriate and plan your meeting with the employee. So it does

take time up front. However, the more you delegate, the more time you gain in the future. Lack of delegation or poor delegating will trap you in the role of 'doing' versus 'managing.'

The ability to delegate effectively is critical to managing time and tasks. Allowing others to participate in completing the work is an excellent way to provide a growth and learning opportunity. It makes their jobs more interesting, challenging and fun.

Delegation is not: passing the buck, giving up control, refusing to make a decision by assigning it to another, shirking personal responsibility or dumping unpleasant tasks onto someone else.

Table A

Delegating Quiz

1. When you come back from a trip or a vacation, is the "In" basket too full?
2. When you are away from the office is your trip shadowed by worry? Do you wonder what is going wrong in your absence?
3. Are you still handling the same activities and problems that you did before your last promotion?
4. Are you constantly interrupted with questions and requests for guidance from your staff and agents?
5. Are you continually finding it harder to stay on top of your work because you are involved in too much routine detail?

If you answered yes to most of the above questions, it is likely that you are not delegating effectively.

Delegation is not assigning dull jobs, like accounting input, to others just so that you can keep the interesting or important ones for yourself. The person closest to the issue, situation or problem is often better equipped to take care of it. A superintendent of a school district should not drive a school bus. Similarly, an employee services practitioner should not serve food at the awards banquet. The best person to handle a job is not always located at the top of the pyramid. If you continually take care of jobs that should be delegated to others, you will be burdened by excess work.

Delegating a job is not the same as assigning a task. When you assign a task you are not giving the person any authority to make decisions. You are focusing on the process and on the details of how it is done. For example: You would be assigning a task to a person to implement an employee satisfaction survey if you said, here are the questions to ask, this is who I want surveyed, this is how I want surveys returned and this is the format the final report should take."

You would be delegating the above task if you were more concerned with the final outcome and allowed the employee to make the decisions associated with production. You might say: "The purpose of this project is to find out how many employees are willing to participate in programs after hours. I need to know which days and hours are better for them. The allotted budget is x and it must be finished by this date."

The latter example is a much more interesting and innovative job because the person has the freedom to make decisions,

requisition supplies and choose the best way to proceed. The employee has control over the process and will undoubtedly proceed differently than the way you might have approached it but as long as the final product fits the guidelines, the project will be acceptable. (It is even possible that they would not conduct a written survey at all. It could be a focus group. Regular, consistent delegation goes a long way towards cementing a good working relationship, while at the same time freeing you to do other tasks.

How can you tell whether you delegate often enough? Table 1 has five questions you can ask yourself:

If you answered yes to most of the above questions, it is likely that you are not delegating effectively.

How To Delegate

Effective delegation requires:

- That you state a clear objective
- Determine guidelines for the project.
- Set any limitations or constraints.
- Grant the person the *authority* to carry out the assignment.
- Set the deadline for its completion.
- Decide the best means for the person to provide you with regular progress reports. (Should those be oral or written?) And how often do you want the reports issued?

To delegate effectively, the employee must have the responsibility and accountability for completing the assignment. (The ultimate responsibility remains with you, of course.) The process will not be successful without your granting, in very clear terms, the authority to make necessary decisions and to take action to complete the assignment. This is particularly important if your employee is working with others and will need to gather information, resources or materials.

When delegating the project, be sure that the person fully understands your requirements. Encourage questions and be prepared to make yourself available to answer any questions as they arise. The regular progress reports will allow you to monitor the situation and to make corrections if necessary. The final component and for many of us the most difficult aspect of delegation is personal self-restraint. Step back, allow the employee freedom. Do not hover. Allow the person to complete the assignment in their own manner.

Levels of Delegation

Delegation is not a one-step process: give it over and hope it works out. There are very distinct levels in delegation. Which level you choose to employ depends on the person, the particular project and your comfort level.

Level A

"Decide and take action. You need not check back with me." This gives the most freedom to an employee. It requires a high degree of confidence, as well as good controls that will send up red flags if things get out of hand.

Level B

"Decide and take action, but let me know what you did." This is similar to the first degree, but gives you a faster reaction time, if needed, to correct a wrong course. The confidence level must still be high.

Level C

"Decide and let me know your decision. Then take action unless I say not to." At this point you are beginning to control the action. This allows you to look at what is being planned, but saves you time because the employee did the actual planning and will do the implementation.

Level D

"Decide and then let me know your decision. But wait for my go ahead." The distinction between this level and the preceding one is small but important. Here, the person must get definite approval before proceeding. In those instances where you do not have complete confidence in the person or the individual is new to you, this may be a useful course.

Level E

"Decide what you would do, but tell me your alternatives with the 'pros and cons' of each." This is asking for the employee's analysis and recommendations. You are able to review the thought processes while assuring yourself that the course of action is the best.

Level F

"Look into this problem and give me the facts. I will decide." This is asking for an investigation and some analysis. You are reserving the decision-making for yourself.

Level G

"Wait to be told." Here there is no delegation. You control the decision, direction and execution of the task.

You may start an inexperienced person at

Why We Fail To Delegate

- 1. Nobody Does It Better.** Perfectionists have difficulty believing that there is more than one way to successfully complete a task. Often we are more comfortable in 'doing' things rather than 'managing' others.
- 2. Guilt.** These feelings stem from a belief that delegation is really getting someone else to do work that is actually ours or an inappropriate fear of overloading the staff.
- 3. Insecurity.** If we are unclear about the project goals we may be unable to assign portions of it to another. We may worry that the subordinate may do a better job and overshadow us. An additional fear is that we may lose control of the project and be unpleasantly surprised at the results. Our fear is that their failures will reflect negatively upon us.
- 4. Lack of Trust.** We may not feel confident that the person is competent to do a good job. We are more likely to fall into this if we have new staff members that do not have an established track record.
- 5. Takes Time.** It takes more time up front to delegate well than it does to do the job. However, evaluated from a long-term perspective, if we insist upon doing it ourselves, we will always have to do it. We lose by being overpowered by our jobs and our staff loses by not being allowed to grow.

the lower levels of this scale (delegation levels D, E, F or G). As you both gain experience and confidence, the employee is moved upwards to the other levels. Regardless of what level you choose, all assignments must be well communicated with limitations set, deadlines determined and a clear means to track the process agreed upon.

Delegation is a powerful management tool that serves those who work with you. Every task or project successfully completed builds a greater level of confidence and allows your employees, sales staff and managers to handle more and more responsibility. Ultimately, effective delegation frees managers and owners to focus on building volume, keeping customers satisfied and doing the creative tasks that move a company forward.

Odette Pollar is Founder and Director of Time Management Systems. Her firm designs training programs for a wide range of companies. As a nationally known keynote speaker, seminar leader and management consultant, she is a local media personality and writes regularly for business publications. Time Management Systems is located at 1441 Franklin St., Ste. 301, Oakland, CA 94612. (510) 763-8482.

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U.S. General Services Administration

Rock'n Around the Clock

by Dr. Jon C. McChesney, Ed.D.



"EMPLOYEE SERVICES—? YEAH, THIS IS—UH—
THIS IS JOE UP IN ACCOUNTING—
SAY, LISTEN—ABOUT THE COMPANY PICNIC—
WHERE'S IT BEIN' HELD AGAIN?"

...Midnight softball...pocket-sized computers with wireless modems...6:00 a.m. basketball leagues...video conferencing...computer relaxation training...24-hour fitness facilities...digital signals via fiber optics...mobile offices...cellular phones with voice recognition... electronic program registration...alternate-day company picnics

What do the above have in common? All are examples of the changes occurring in technology and business processes and the responses of employee services programs to meet the divergent needs of a changing workforce. The workforce and work schedules are radically changing, and it becomes necessary for employee services programming efforts to

respond to such change. The purpose of this article is to follow-up an article written by Chris Wilsman (September 1992, *Employee Services Management*), and examine current programming trends and efforts targeted to nontraditional employees. Nontraditional employees are defined as those working hours aside from the soon to be antiquated 9-to-5 schedule such as shift workers and telecommuters.

Changing Workforce Demographics

The service sector continues to experience job growth and the results of this growth are nontraditional work hours, according to Ronald Kutscher in "Outlook 1990-2005 Major Trends and Issues," published in *Occupational Outlook Quarterly*, Spring 1992. In Juliet Schor's *The Overworked American: The Unexpected Decline of Leisure* it is estimated that 60 percent of American workers have a "non-standard" work schedule, that is they do not work from 9 to 5. Further, most jobs are or will experience considerable change due to information technologies. In his article, "Jobs and Infotech: Work in the Information Society" published in the January/February 1994 issue of *The Futurist*, Andy Hines suggests that 90 percent of the workforce will be significantly affected by these technologies to the point that their primary activities will be information related. The rise in telecommuters is primarily due to these technologies.

Demographic changes such as the surge in minority and female entrants in the workforce and the aging of the baby-boomers have been well reported in *Employee Services Management* and other publications, but a couple of trends need to be mentioned and briefly discussed. There are more single-parent households than ever before in our country. Suzanne McCormick reports in "The Changing American Family at Play," published in the July 1997 issue of *Parks and Recreation* that of the 14 million, 11 million are headed by women. When do these people get an opportunity to engage in recreation programs?

Additional issues related to the surge in women in the workforce include child care, parental leave, relocation issues, a potential income effect resulting from two-income households possibly leading to leisure favored over work, and eldercare. The Boston-based consulting firm Work/Family Directions Inc.

reported that 16 percent of the workforce has eldercare responsibilities. Joy Loverde indicates that eldercare may become a more significant issue than childcare for employees given the demographic reality of an aging population.

Clearly the implication of demographic changes is that traditional employee services programs may no longer be successful. Further, a consciousness of the needs and restrictions of these population groups needs to be considered in order to maximize participation.

Setting The Foundation

Investment in employee services can directly benefit an organization. For example, the Work/Family Directions research documented that for every dollar spent on family-resource programs, two dollars in direct cost-savings result (Charlene Soloman, 1994). Johnson & Johnson reported that the majority of their employees believe that work-family policies lead to increased job satisfaction, loyalty and less stress. This work was also verified by research from the University of Chicago indicating that employees who use work-family programs have the highest job performance evaluations and loyalty to the company. Jon McChesney (1994), in a study supported by NESRA's Education and Research Foundation, found that employee services participants were significantly more satisfied than program nonparticipants with their jobs and leisure. Further, satisfaction was directly related to frequency of participation suggesting that high involvement in employee services programs is highly beneficial. The trick today is to involve those who already perceive they are too busy for involvement.

Below you will find employee services program examples, which have taken steps to attract nontraditional employees to their programs.



Honeywell Incorporated, Minneapolis, MN

The mission of the employee services program at Honeywell, according to Bob Crunstedt, CESRA, executive director of the Employee Club, is "To provide cost-effective programs and services of real and measurable value,

which create a sense of belonging and well-being for employees." Programs and services include sports and tournaments, hobby clubs, employee stores, discount tickets, and discount programs. Although Honeywell has a small nontraditional shift population (under 500), they have implemented measures to meet the needs of this group.

Specific services to nontraditionals include telephone ordering of tickets and products and flexible store hours. Employees can register electronically and order products and receive discount tickets via interoffice mail. This way employees don't have to leave their offices for the transaction. They can also visit limited hour ticket outlets, staffed by volunteers located in every Honeywell building.

While employee store hours are flexible, Honeywell has gone further to accommodate busy employee schedules. Merchandise is taken directly to buildings in the form of the "sidewalk" sale so employees do not have far to travel to make purchases. For added convenience, employees can purchase items using payroll deductions. Crunstedt says the concepts for some of these initiatives surfaced as a result of regular market research focusing on participants and nonparticipants. According to Crunstedt, these convenience initiatives have been discovered by conducting regular market research of program participants and nonparticipants in order to meet changing needs and interests.



UNC Hospitals, Chapel Hill, NC

The purpose of Employee Recreation Services, according to Employee Recreation/Wellness

Manager Chris Wilsman, CESRA, is to provide a comprehensive program of leisure services that will improve the health, well-being, and quality of life for the employees of the University of North Carolina Hospitals and their dependents. As a result, both active and passive programs are organized into five areas: athletics, wellness, hobbies/clubs/classes, discounts/services, and travel. This balance in programming efforts has lead to 63 percent of the workforce engaged in one or more program areas.

In June of 1995, UNC Hospitals built a gymnasium and fitness center for patient usage. Employees have access to the fitness center 24 hours a day, 7 days a week. Employees

electronically use a photo I.D. card to enter, therefore, the facility does not have to be staffed. To ensure safety, participants must attend an orientation session prior to being given clearance to use the facility. Further, phones are located inside for emergency purposes.

Prior to beginning efforts to program for night-shift employees, Wilsman indicated that several obstacles had to be addressed. These obstacles included resources (staff and budget), supervisor support due to evening understaffing, class location with limited on-site facilities, and participant work schedules.

With flexibility a top priority, the evening committee members devised several programs. The first program was "Fitlife," an incentive program to encourage healthy lifestyles. Other programs have included evening wellness fairs, and "Take Ten" stretch videos that are aired on closed circuit TVs throughout the hospital for employees to exercise on their breaks. Special events accommodate all shifts and include ice cream socials, holiday parties, travel fairs and the annual employee Olympics, which staggers events throughout an entire week to maximize participation.

Wilsman also emphasized the importance of making services convenient to the employee. The hospital recently purchased a ticket vending machine that dispenses tickets to employees 24 hours a day, 7 days a week. Other convenience initiatives include two satellite service centers and allowing mail-in registration. Additionally, Wilsman noted that he is currently experimenting with e-mail registration.



HealthQuest Horizons, Greenville, NC

HealthQuest Horizons (HQH) is a subsidiary of Pitt County Memorial Hospital and a constituent of East Carolina University Medical Center. Will Moore, employee recreation coordinator, said that the purpose of the employee recreation program is, "To provide the opportunity for all PCMH employees to interact in leisure and social activities, thus enhancing their well-being and quality of life." Program offerings are divided into six areas and include:

1. Stress Relievers such as massage therapy, yoga and Tai Chi
2. Educational/Instructional Classes includ-

- ing financial planning, dance, guitar lessons, and stained glass
3. Entertainment like movie nights, ticketing to area events and activities
 4. Trips to amusement parks, the zoo, skiing, luncheon cruises, and shopping
 5. Adventure Trips like kayaking, sailing, hang gliding, white water rafting, and ropes course
 6. Special Events such as Health and Fitness Day and holiday parties

Attempting to serve the nontraditional employee is a difficult challenge according to Moore. To reach these employees, the employee recreation program has primarily focused on conducting marketing research via survey methods. These surveys of all employees are conducted every six months to determine their recreational and leisure needs. The information collected includes questions about the shifts the employee is and will be working in the future as well as preferred times for program participation. Based on this information, Moore provides program information three months prior to program delivery to assist employees in their leisure planning.

Aside from these surveys, at HQH an employee recreation committee assists with program planning. These employees serve as liaisons between the employees and HQH, while assisting with program promotion through word-of-mouth contact.

The employee services program is also successful in reaching shift workers with extended wellness center hours of operation. The hours of operation are 6:00 a.m. to 9:00 p.m. weekdays, and 9:00 a.m. to 3 p.m. on Saturdays and 1:00 p.m. to 6:00 p.m. on Sundays.

Nontraditional employees can also use phone or FAX registration procedures and can locate tickets in the hospital cashier's office, which is open 24 hours. Employees can pay for purchases conveniently through payroll deduction.



**St. Elizabeth Hospital Health and Wellness Center,
Beaumont, TX**

The St. Elizabeth Health and Wellness Center operates as a department of St. Elizabeth Hospital, and is operated and

staffed by Health Fitness Corporation. According to Dave Hurt, area manager, the center serves more than just hospital employees. "Our mission is to serve the community with quality, comprehensive, unique and distinctive health programs and services. We strive to improve the quality of life among participants through health and fitness services offered in a caring environment, and utilizing state-of-the-art equipment and practices in health, fitness and education."

Currently the center has 4,200 members (750 are hospital employees) in their 65,000 square foot facility. This facility includes indoor and outdoor pools, a gym, indoor and outdoor tracks, a kid's fitness area, racquet courts, aerobic studio, and a fitness area.

The center is open from 5:00 a.m. until 10:00 p.m. Monday through Friday, and 7:00 a.m. to 7:00 p.m. on the weekends. Hurt indicated that this schedule accommodates all hospital shift employees. Offering multiple classes also accommodates shift workers. For example, there are 25 water aerobics classes to choose from each week, and 50 total classes of yoga, step aerobics, flexibility, cardiovascular mix, slide and abs plus.

The hospital encourages children to participate at the facility. The Kid Fit area is designed for ages 6 months to 11 years. Children go to age appropriate areas where staff-child ratios are well maintained to allow parents to work out. Every Friday from 4 p.m. to 8 p.m. and on Sundays from 2 p.m. to 6 p.m., families can participate in special family programs. These times allow families to recreate together in activities such as pool games, basketball, sand volleyball, and walleyball.

Recommendations

Four organizations were highlighted in this article, and the following recommendations are related with the assistance of the employee services practitioners at these sites.

1. **Conduct market research:** Regularly sample both employee services participants and nonparticipants through surveys and focus groups to determine their leisure interests and reasons for and against program involvement. For additional information on these processes, see "Using Surveys and Focus Groups for Best Results" in the April 1995 issue of *Employee Services Management*.

2. Make program information accessible:

Combine the old promotional standards of bulletin boards, newsletters, fliers, and paycheck stuffers with electronic information such as an employee services web page and e-mail announcements.

3. Market convenience: One of the most cited reasons for not participating is lack of time. Make registering for a program a simple and convenient process. Aside from walk-in registration, consider mail, telephone, FAX, e-mail, or even taking registration processes directly to the employee if feasible.

Another convenience issue is simply the location of the program. Time is precious and people may be less inclined to spend time traveling to a program. This issue may be more acute for telecommuters who may opt for centrally located events, and employee services managers may want to consider organizing special interest groups geographically (Cynthia Helson, 1993, "Is Work Coming Home or Home Coming to Work," *Employee Services Management*, March 1993).

4. Develop an evening program committee. An evening employee committee acts as an advisory board to assist in determining programs and services. The make-up of this committee should be representative of all work segments such as shifts, telecommuters, men, women, minorities, disabled, and various ages. In "Wellness Programming for the Blue Collar Worker" (1991), a survey of employee perceptions and interests Leslie Stamatis suggests that involving employees in program development and implementation may give them a sense of ownership leading to program commitment. Additionally, committee members can assist with program promotion through their interactions at the worksite.

5. Provide family programming. The number one response to a *Wall Street Journal* study on goals of Americans in the 1990s was spending time with family and friends, valued by 77 percent of respondents. McCormick reports, research continues to support that the greatest leisure satisfaction relates to participating with a family member.

Organizations may also want to explore intergenerational programming as a means

to manage child and eldercare services.

The Stride Rite Corporation has instituted such a program by reserving 79 day-care slots for both of these populations.

6. Consider program collaboration: Since all organizations operate with finite resources, broaden your program offerings by joining forces with other organizations. For example, a home improvement or gardening class could be offered in conjunction with an area landscape company.

Employee services may also want to work in conjunction with an area university. Academic units such as physical education, recreation, health or even medical schools may be receptive to joint programming efforts. Many academic units have major clubs, such as in recreation that may be willing to assist with programming efforts, with the advantage to the university being "real-world" program experience for their students.

Additional partners could be elementary and secondary schools, senior citizen centers, organizations for the disabled or underprivileged where the employee services staff coordinates programs delivered by the employees of a corporation. This type of reversal program is consistent with the national initiative to expand volunteerism, thereby enhancing public perceptions of the organization. Further, employee satisfaction may result with increasing program offerings and service-related projects.

7. Offer interactive programs. Constraints such as economic and time may limit the delivery of programs during nontraditional hours. One way to circumvent these limitations is to develop programs that require minimal resources such as travel services, contracting with recreation providers and a stress, nutrition or similar program self-study using a computer. Computer education programs should be explored as continuing education becomes more in demand (Ken Dychtwald & Greg Gable, *Portrait of a Changing Consumer*, *Business Horizons*, January/February 1990; Price Pritchett, *New Work Habits for a Radically Changing World*, 1996).

8. Set up "Buddy" program. A fundamental human need realized through recreation programs is social interaction.

Telecommuters are generally in need of such interaction (Helson, 1993), and, further, they may feel social isolation. A buddy program matches participants to programs, therefore, providing both social support as well as motivation for maintaining program involvement.


9. **Look into incentives.** An incentive program can be a fun way to motivate patrons. Theme-simulated events based on participation frequency and duration such as an escape from Jurassic Park or a climb up Mt. Everest can be the extrinsic motivation some need to initiate and maintain exercise or related programs.

Consider a partner or group incentive program, which is similar to a "buddy" program, but more competitive such as a challenge between units or departments. A fundamental value of involvement and competition with friends or family members is that it capitalizes on social influence (peer pressure) that may

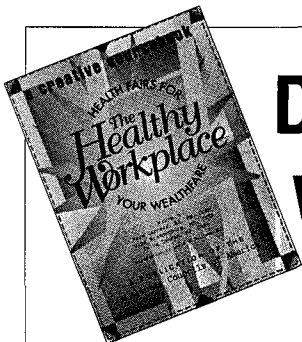
increase program adherence and fun. Reinforcing this partner commitment could be a behavioral contract that is a written agreement between the parties establishing participation frequency, goals, challenges or other pertinent factors.

Conclusion

Programming success begins with an awareness of the different segments within an organization such as nontraditional employees. In "Marketing for Results: A Common Sense Approach for Health Clubs," Brenda Abdilla (1996) includes a discussion of the marketing mistakes of health and fitness clubs suggesting that, "99 percent of clubs around the world don't really know their market...and 100 percent...have in some way been wrong about their own market." The message is not to prejudge or make the mistake of assuming that past outcomes will continue to be the norm for programs and services. An advertisement for Putnam Investments illustrates this point by saying, "You think you understand the situation, but what you don't understand is that the situation just changed."

Programming success is predicated on discovering the needs, desires and limitations of your clientele. Perhaps the most fundamental motivator for employee services involvement is and will be convenience given the demographic changes bombarding organizations. The business world will continue to be characterized by nontraditional employees as the world economy continues, and employee services will have to integrate these people in programs. Program justification and continuation rests with meeting patron needs and interests while producing and quantifying desirable organizational outcomes. 

Dr. Jon C. McChesney, Ed.D is assistant professor recreation and leisure studies, East Carolina University, Greenville, NC. He can be reached at (919) 328-0025.



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60523-2370

Buyer's guide update

Here's a listing of new National Associate Members since publication of the Buyer's Guide & Services Directory in the Nov./Dec. issue of ESM and NESRA's Membership & Peer Network Directory.

▼ **Antigua Sportswear, Inc.**

9319 N. 94th Way
Scottsdale, AZ 85258
(602) 860-1444
(602) 860-0083
Contact: Ryan Flook

Antigua offers men's and ladies' sportswear along with golf and business accessories. Antigua is known as the "cadillac" in the corporate market with very reasonable pricing.

▼ **Best Western International**

6201 N. 24th Parkway
Phoenix, AZ 85016
(800) 528-1234
(602) 957-4200
FAX: (602) 957-5942
Internet:
www.bestwestern.com
Contact: Sharon Reiling

Best Western International, Inc. is the world's largest lodging brand, with more than 3,700 independently owned and operated hotels. Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent saving opportunity. For reservations and participating locations, call our 800 toll-free reservations number and ask for your NESRA plan code OM. Across the street from ordinary.

▼ **Schwabe Books**

255 Easy St. #E
Simi Valley, CA 93065
(805) 523-1023
(805) 582-9513 FAX
E-mail:
GSchw54082@aol.com
Contact: Greg Schwabe

Schwabe Books is offering NESRA members a generous commission structure and the largest and best book fairs for their employees featuring more variety and higher quality of books than similar events.

▼ **The Inn At Maingate**

3011 Maingate Ln.
Kissimmee, FL 34747
(407) 396-1400
(407) 396-1171
Contact: Mimi Vielhauer

The Inn At Maingate, located just one mile from Walt Disney World, announces its immediate plans for a \$15 million renovation and conversion to a Doubletree. This renovation will include the addition of a 20,000 sq. ft. conference center to be completed in the summer 1998.

▼ **Wholesale Art Outlet**

P.O. Box 9948
Denver, CO 80209
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Apologies:

In the August issue of this magazine, on page 22, it appeared that Darrell Goshko accepted the Program of Excellence Award for William M. Mercer, Inc. In fact, Giselle Sampson submitted the winning entry.

In the September issue on page 31 Albert D. Maslia's photo appeared instead of the photo of George Whalin.

Update your '97 NESRA Buyer's Guide and Services Directory by noting these corrections:

- Alamo Rent A Car: Contact has changed name: Kimberly Harlan, 217 W Bufford St., Burleson TX 76028. Ph: (817) 784-8066
Fax: (817) 472-8490
- Century Products (merchandise): new zip code: 21012-1657
- Embassy Suites Hotel (CA hotels): new contact: Calum Maclean
- J. R. Specialties, Inc. (awards): new location: 6215 W. Van Buren St., Phoenix, AZ, 85043-3522, (800) 945-6467, FAX: (602) 272-7770
- New York Yankees (family): new FAX: (718) 293-8431
- Radisson Resort Parkway (FL hotels): new contact: Shawna Powell
- SMH, Inc. (awards): new contact/location: Thomas Carberry, 1200 Harbor Blvd., Weehawken, NJ 07087, (800) 456-8463 ext. 4703, FAX: (201) 271-4633

What's In It For You?

Here are 5 Reasons Why You Should Attend NESRA's 57th Annual Conference & Exhibit

April 29 - May 3, 1998
at Disney's Coronado Springs Resort
Lake Buena Vista, FL

1. Energy!

Imagine being at the newest Disney property with the movers and shakers of the most innovative employee services programs.

2. Contacts

You need more hours in a day. The contacts you make at the conference can save you days of research in the future.

3. Coaching

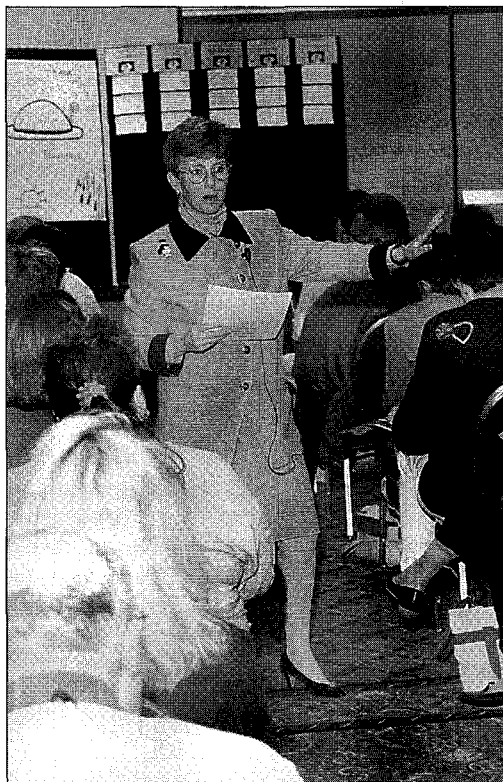
You're new to employee services and need to learn how to start programs. NESRA's speakers and members are very supportive. They can give you instructions on how to start a program.

4. Spice

Your employees want something new. NESRA's Exhibit Hall features loads of new products and services to spice up your program.

5. Know-How

You're baffled by the Internet. Sure it looks like fun but how can you use it for work? You can find out how to make the internet useful for your employee services responsibilities.



Use the
Registration Form
on page 25 to sign
up today!

NESRA's
57th Annual Conference and Exhibit
Disney's Coronado Springs Resort, Lake Buena Vista, Florida
April 29 - May 3, 1998
Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status ____ CESRA ____ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ____

Does your company have an employee store ? ____ Yes ____ No Do you manage it? ____ Yes ____ No

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to <u>3/20/98</u>	After <u>3/20/98</u>
Delegate-NESRA Member	\$460	\$475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is \$126 per night (single or double occupancy).

FOR OFFICE USE ONLY

1 2 3 4 5

Store Managers Oversee An Average of 2 Stores & 5 Staff

NESRA's Employee Store Project Team recently conducted a mini-survey of NESRA members with employee stores to gather salary information. The Team mailed out 225 surveys and received 44 responses, a 20 percent response rate. Of the 44 responses, 28 respondents had sole responsibility for his/her company's employee store rather than managing the store as part of their responsibilities. This article will focus on the results of these 28 respondents.

Results

Employee store managers serve an average of 6,232 employees. These store managers are primarily full-time, working an average of 42 hours a week. Their titles vary. Reported titles are listed to the left.

Respondents report mainly to human resources, administrative services and site services. The other departments identified are:

*Employee Recreation Association
Staff Services
Facilities Services
Multi-Departments
Promotion
Gift Shop
Membership
Executive Director
A Division in the Agency
Administrative Operations
Customer Service
Buying and Distribution Services
Business Group*

Survey respondents manage an average of two stores with an average of five employees and as many as 20 employees. With an average of 15 years retail experience, 20 percent have high school degrees, 10 percent have associate degrees, 11 percent have a bachelors degree,

6 percent have a Master's degree, 15 percent have attended two years of college and 6 percent completed one year of college. Twenty-nine percent did not respond.

Sixty-nine percent of respondents are employed by their company, 19 percent are employed by their employee association and 11 percent are contract employees. Employee store managers reported annual salaries ranging from \$12,000-\$50,000. The average salary is \$33,451.

Employee store managers

reported annual salaries

ranging from \$12,000-

\$50,000. The average salary is \$33,451.

When respondents were asked whether or not their salaries came from the employee store budget, 61 percent said yes and 39 percent said no. Of those that said no, 27 percent said the employee services department pays their salaries. Other respondents wrote that their salaries are paid for by other departments such as human resources, contracted food services, membership catalog, office support services, customer services, business group, facilities, an agency, and corporate benefits.

Common titles are listed below. The most popular is listed first.

*Store Manager
Employee Store Supervisor
Employee Store Coordinator
Store Clerk
Associate Services Manager
Supervisor
Merchandise Promotions Manager
Clerk/Assistant Manager
Coordinator-Employee Store
Supervisor, Company Gift Shop
Sales Manager
Manager Employee Store and
President of Employee Association
Supervisor Retail Services
General Store Clerk
Customer Services Representative
Director
Director of Stores*

Is Humor A Luxury?

by Donald B. Ardell, Ph.D.

Thinking of humor as a luxury can be hazardous to your health. Humor and all it entails, including play, laughter and a light-hearted outlook, are as essential as clean air, pure thoughts, exercise, nutrients, reading "Dilbert" and feeling that you have done and are doing meaningful things.

OK, maybe pure thoughts are optional but a cheerful outlook and a ready sense of humor certainly are not if you want to enjoy your daily life and the people around you. Not to mention your own company!

The role of humor and play has received a lot of attention in the last decade or two in the medical field. Many books have touted the value of a light-hearted outlook in general and out-and-out laughter in particular. The single most notable publication of this genre, based on an actual life situation and amazing recovery from a supposedly fatal illness, was Norman Cousins' 1979 best-seller *Anatomy Of An Illness*. At humor conferences around the world, physicians and other scientists devoted to the study of the therapeutic effects of laughter credit Cousins with the inspiration. It is said that humor is so popular with doctors that some pharmacists have suspected that the Three Stooges, Groucho Marx, John Candy, Gallagher and other comedians old and contemporary are some kind of brand names for alternatives to Prozac.

Taking Stock

Well, how far should we take the claims for humor as not just a healing force but an element of staying well in the first place? Is it realistic to expect so much of that which is such a delightful thing to pursue regardless of its healthful properties, real and imagined? I mean, how far should you take this? Will humor and play increase your self-esteem, lower your

stress, add to your sense of control, render you more romantically appealing, make it easier to get out of bed in the morning and help you find purpose and meaning? Will it get you a raise, boost unit performance and company profits and help your favorite team win some kind of championship? Sure! Well, maybe. I dunno. Let's look closer at the evidence. We know it's a good thing. How good may be a little hard to quantify and may not lend itself to predictions, such as "If we get everyone in shipping to boost the guffaw index 23.5 percent and get the engineers to smile once in a while, we can double our profits by November and have enough to devour the competition by January."

History And Fundamentals Of Humor

Naturally, modern people did not invent these phenomena. Sages through the ages have speculated about the nature of laughter. For example, Plato, Aristotle, Descartes, Hobbes, Kant, Darwin, Schopenhauer, Freud and Piaget all addressed humor in their philosophical ponderings on its meaning from evolutionary, psychological and other deep perspectives. So, maybe we should think of Rodney Dangerfield as a modern philosopher, evolutionist or psychiatrist using gags to explore our deepest selves. Nah, I don't think so.

Humor Fundamentals

If you read enough books on this topic, attend too many such conferences and overdose on comedy, satire and assorted and amazing forms that "humor" takes (including but not limited to absurdity, deformity, mischief, incredulity, surprise, awkwardness, mockery, hypocrisy and affectation), you will come across some pretty amazing bits of humor esoterica. Here are a few examples:

▼
Encouraging employees to laugh and maintain a sense of humor can boost employees' morale and overall well-being



Humor is a potent force. It boosts the immune system and reduces hormones (epinephrine and dopamine) that accompany stress.

1. A baby's first wakeful smile occurs within days of birth, usually right after a feeding. It is a signal of physiological well-being, not a response to funny faces made by dignified adults.
2. Humor is a universal human trait. However, it's very personal. Not all humans agree on what is funny. If you doubt it, try telling jokes in Iran or Saudi Arabia. For one thing, if you speak English and say "eh" a lot, they won't know what you're talking about.
3. Only humans have a sense of humor. Critters and little beasts of varied kinds may, on occasion, crack you up, but it's not because they are trying to be funny. Much of the behavior of animals (and, I suppose, of fish, rodents, birds and some humor-impaired members of our own species) strikes us as funny because we learned to perceive it as such, not because there is anything inherently funny about anything.
4. Humor is partly acquired and partly genetic. I'm not sure which part is which.
5. Humor takes many forms. If you doubt it, think of all the times you wondered how anyone could be amused at some comic or situation comedy show that you found lame and utterly, stupidly unfunny. The people laughing at that which you found reprehensible and childish obviously had dreadful humor glands.
6. Some people are perceived as having a sense of humor and others as having none. In reality, everyone has one. Of course, some folks, according to your standards and mine, have a WEIRD or SICK sense of humor.
7. Life experience is a critical variable in the humor equation. Something you thought was funny or playful as a child might seem stupid today. In fact, if it were funny then, it's almost certain to be anything but funny today. Why? Because your sense of what's amusing changes over time based on life experiences.

Amazing, is it not? Stay tuned—there's more to say about this delightful phenomenon.

What It Does And How Humor Works

Humor is a potent force. It boosts the immune system and reduces hormones (epinephrine and dopamine) that accompany stress. At the same time, laughter-induced chemical forces stimulate the growth of natural killer cells that attack tumors and viruses, so-called helper "T-cells" that assist the immune system, "B-cells," which cluster near lymph nodes and produce antibodies against harmful microorganisms and "Complement 3," which helps antibodies pierce infected or dysfunctional cells. What a deal—and these chemicals come from the body's own pharmacy, the brain, without the need for a prescription! A good belly laugh can relieve tension, relax muscles, provide an antidote against depression, lower blood pressure, defuse hostility, release endorphins—the body's natural painkillers, and provide exercise for your diaphragm, thorax, abdomen, heart and lungs and probably other parts, as well. They also help you win—and keep—friends, influence people, charm neutrals and metabolize enemies.

A really breakup-type, major-hoot belly laugh session is not to be trifled with, undervalued or engaged in during delicate brain surgery or while landing a 747 in a thunderstorm. Really, consider what happens physiologically (this may surprise you). During big yuks, the throat goes into uncoordinated spasms, which sends blasts of air out the mouth at 110 km/hour. The body starts pumping adrenalin, the heart rate increases, the brain releases endorphins and enkephalins, which are natural pain killers. At this point, you are basically inebriated with laughter! If behind the wheel, you are driving while under the influence—of humor! Don't do that. And there's more! The lungs pump out carbon dioxide, the eyes cleanse themselves with tears and your muscles relax and lose tension. You're a mess at this point, but you're feeling terrific. No wonder William Fry, a psychiatrist at Stanford who is a leading humor researcher, claims laughing 100 times a day is the equivalent of 10 minutes of strenuous rowing. However, judging from all the things your body is going through, unless you're strapped down it seems more dangerous than rowing. But, a lot more fun.

Improving Your Humor and Play Levels

Not that you need to, of course, but just for the record here are a few tips for getting more of a good thing at home, work and wherever you go. It could be said, I suppose, that you should not leave or stay home without it.

1. Keep internal messages/self-talk positive—and think funny by looking for the comic side of life.
2. Exercise your right to humor—go looking for it daily. Like fitness, your sense of humor must be earned and maintained by regular, vigorous practice. It's another case of "use it or lose it."
3. Go as far out of your way as necessary to get your fair share—and then some. For example, check out comedy CDs or tapes, watch the comedy channels, visit the humor section of bookstores, watch for amusing slogans on auto bumpers and draw caricatures or do imitations of your boss to the wild amusement of everyone on the shop floor. On second thought, maybe that's not such a great idea. Not everyone can take a joke!
4. Find your own humor and play support group. Why not, there are support groups for alcoholics, smokers, sex addicts, victims of alien abductions and all kinds of unpleasant addictions, diseases and phobias. Why not one for something enjoyable and positive—we need meetings and 12-step programs, too. In fact, I'd start a 12-step program for those who are too well to get into any other 12-step program, except for one thing—I would not want to be a part of any group that would have me as a member! (With apologies to Groucho Marx.)
5. Take yourself lightly even if your work is serious, meaning consequential. Remember that a joke, however miserable, can change brain wave activity if you go along with it, so fake being amused if you must. The positive effect will be nearly as beneficial. There are some physical experiences of a pleasurable nature that should not be faked, however, regardless of what you have seen in the movies, unless of course you think it's necessary. But, I won't go into this in the interests of good taste.

6. Don't be afraid to focus humor on your self, in a playful way. Try to be confident, ready and able to accept kidding. Think of this quote that never quite made it into the Bible but maybe will be added to a new edition: "Blessed are they who can laugh at themselves, for they shall never cease to be amused." Or, a variation passage might be this, "Blessed are those who laugh, for they shall last."
7. Find something humorous everyday. Enlist others in the humor conspiracy. Erect a humor bulletin board at work and invite co-workers to share cartoons, witty slogans and signs, anecdotes, jokes, weird memos and so forth. Don't overlook the tremendous amount of material on the Internet and electronic humor lists.
8. Become a positive paranoid. Assume that people are out to do you good. There are some neighborhoods in most cities where this may not be a good idea, but give it some consideration as a general rule.

A Humor Test

Want to check out your sense of humor with a test? Sorry, there's no test for this sort of thing—it's all too subjective. But, I made one up, anyway. If you find any one of the following statements at least a teeny-weeny bit amusing, you hereby pass MY test. I hope this will prove encouraging and send you on your way to health, more humor at work and an increased commitment to a wellness lifestyle. Here's my test—good luck in being amused, ever so slightly:

No matter how low your self-esteem, never forget that there are others who think less of you.

The closest to perfection that people ever come is when they are creating their resume.

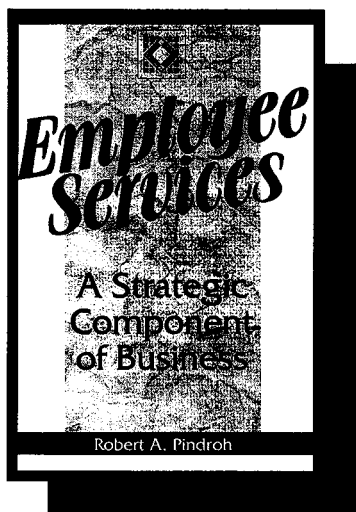
All the best. Go and have a few laughs—lightening up will do wonders for you.



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TAMING TECHNOLOGY

(continued from page 32)

data from 2 gigabyte hard drive—around three times more expensive than the cost of a brand new hard drive.


Clearly, the value of your lost data has to be significant to make using such a service worthwhile. In Becker's case, it wasn't, which is why he chose not to go with a data recovery service.

What's more, even the best data recovery services aren't foolproof. Ontrack claims a success rate of 75 percent. If it can't recover any data from your failed hard drive, you're not charged a dime. If it determines it can recover your data, but you decide the recovery fee isn't worth it, you're out a \$200 diagnostic fee.

Before hiring a data recovery service, you might try using a hard disk utility program such as Norton Utilities, which can correct such "logical" problems as a corrupted file system. It can also help you deal with such "physical" problems as a weakened magnetic charge on isolated areas of your hard disk by moving data there to secure areas.

But there's a risk that using a hard disk utility program will decrease the chances of recovering your data if your hard drive is physically malfunctioning (unusual grinding noises is one tip-off). In this case, if the data is invaluable and you don't have backups, it can make sense to have a data recovery expert look at it first.

Whatever you do, never pop open a hard drive yourself to try to see what's going on inside. A hard drive is far more fragile than a car's hood, and all you'll do is introduce contaminants that could make it more difficult to recover your data.

The smartest move of all is ensuring you never have to call a data recovery service in the first place. Backing up data is so much less arduous than dealing with its loss," says Becker. 

Reid Goldsborough is author of the book Straight Talk About the Information Superhighway. He can be reached at reidgold@voicenet.com or <http://www.voicenet.com/~reidgold/>.

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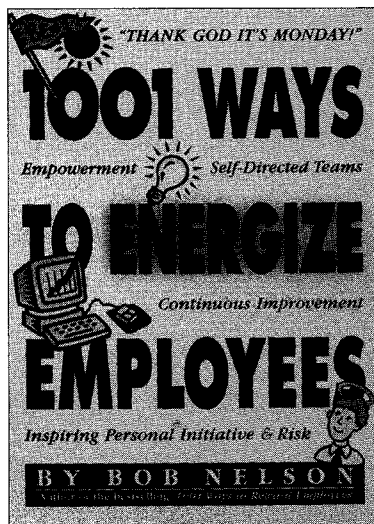
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Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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MANAGEMENT

Published by the National Employee Services and Recreation Association November/December 1997



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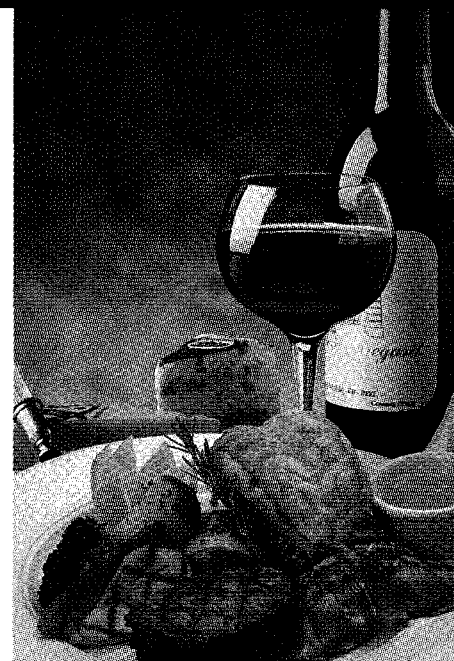
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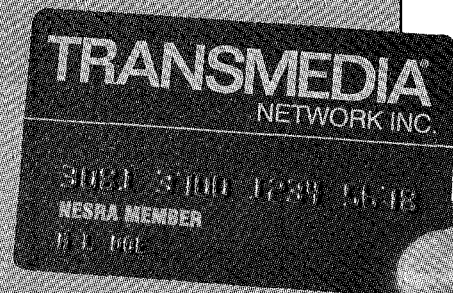
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EMPLOYEE SERVICES MANAGEMENT



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Features

B1 NESRA's Buyer's Guide

Here's your list of key contacts for a variety of products and services. NESRA National Associate Members tell about their new offerings. There's plenty of discounts on supplies for employee services programs and products for your discount programs and employee stores.

9 Successful Tips for Discount Ticket Sales

If you're just starting a program or if you are streamlining your operation, you can benefit from this piece. Take a look at what makes a program successful.

By Kim Crookston

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Information and registration form for NESRA's
57th Annual Conference & Exhibit

16 Group Events at Theme Parks

From entertainment to catering to backstage tours,
theme parks can be a great place for group outings.
NESRA National Associate Members tell how they
can make an event special for your group.
By Nancy Burda and Cynthia Helson

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Keep this on hand as a reference of articles published
during 1997. The Index also appears on NESRA's
website, <http://www.nesra.org>

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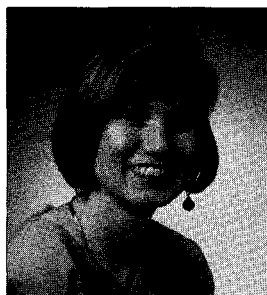
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A Handy Resource

by Cynthia M. Helson
NESRA Director of Communications



How about offering your employees some new products and services? This issue of *Employee Services Management* contains the published version of NESRA's *Buyer's Guide*. It is a listing of all NESRA National Associates and their offerings. Perhaps your employees like to travel to Florida. Under Family Entertainment you'll find the offerings of theme parks and tourist attractions and under Hotels/Resorts, you'll find places to stay at discounted rates.

Throughout the year new suppliers join NESRA to offer their products and services to you. Because of this constant flow, NESRA will post this directory on NESRA's website, <http://www.nesra.org>. Many members enjoy the combination of the hardcopy version of this list of offerings and the convenience of the online version. Some keep the November/December issue as a reference and periodically visit the website to see what is new.

In addition to providing you new offerings, this issue also brings you some guidance for your discount program in the well-written article, "Successful Tips for Discount Ticket Sales" by Kim Crookston on page 9. There are several helpful tips to help you run an efficient program.

Many of you have contact with theme parks on a regular basis to maintain your ticket sales, but did you know all the services the parks offer for group events? They can provide catering, live bands, plus, much more. Read, "Groups Events at Theme Parks" on page 16 to see how these festive environments can offer expandable services.

In the next issue of *ESM* you'll find some new departments and the convenience of having *NESRA News* and *Keynotes* included in the issue—*ESM* is Evolving!

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CynHelson@ix.netcom.com.

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NEWS

IN BRIEF

▼ **Bending the Rules**

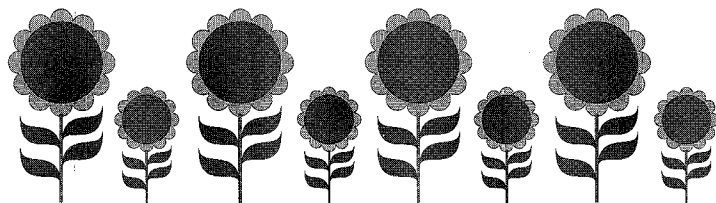
For a growing number of companies, the phrase "9 to 5" may soon become an anachronism. In a nationwide OfficeTeam survey, 84 percent of executives polled said their firms now offer a formal or informal "flexible hours" program for their employees. Another progressive employment practice, telecommuting, is also becoming more widespread. Eighty-seven percent of executives predicted an increase during the next five years in the number of employees who will telecommute to work.

"Many companies are departing from the traditional '9-to-5' work day in favor of more flexible options," says Diane

Domeyer, executive director of OfficeTeam. "Technology has been the catalyst for this change—wide area networks, wireless communication and the Internet are enabling remote access to the office for employees who travel regularly in their jobs, work flexible hours or telecommute."

▼ **Teens' View of Society**


Today's teens believe a decline in social and moral values is America's number one problem. They say drugs are the worst influence on youth today. As they started a new academic year, many young people report facing overcrowded classes, a lack of books and materials, insufficient technology and



Attitude is Everything

You have two choices every morning. You can choose to be in a bad mood or in a good mood. Each time something bad happens you can choose to be a victim or you can choose to learn from it. Every time someone comes to you complaining you can choose to accept his/her complaining or you can point to the positive side of life. Life is all about choices, says Francie Baltazar-Schwartz. When you cut away all the junk, every situation is a choice. You choose how you react to situations. You choose how people will affect your mood. You choose to be in a good or bad mood. The bottom line is it is your choice how you live your life.

Check Your Spelling: Millennium



M-I-L-L-E-N-N-I-U-M has been spelled all sorts of ways, says *The Wall Street Journal*. But with the new millennium just around the corner, make sure in your printed materials you spell it right. The closer the millennium gets, the more it gets into print, the more it gets spelled wrong.

A glance at the World Wide Web produces 41,814 millenniums and 31,829 milleniums.

boring courses. On the other hand, young people today are optimistic about their futures, get along with their parents, give high marks to their teachers and are seeking a balance of career success and happy families of their own.

This portrait on contrasts is presented in the 1997 State of Our Nation's Youth survey, an annual report that takes the pulse of America's young people as they embark on a new academic year. The report, sponsored by the Horatio Alger Association of Distinguished Americans, delivers

the good and bad news about today's teenagers and compares their opinions to those of youths polled in 1974, 1983 and 1996.

▼ **Family Trips Are Increasing**

A record 97.3 million Americans will take a family trip this year, up 4 percent from 1996, states a report commissioned for *Better Homes and Gardens* magazine, says *USA Today*. More than a third of families will spend more than last year on vacations.

When asked why they would travel, respondents listed "being together as a family." It ranked higher than "getting away from work stress," "having exciting new experiences" or "learning about new places and people."

The survey of 1,200 adults, conducted by the U.S. Travel Data Center, says the average vacationing family, defined as any two or more relatives traveling together, spent \$1,418 last year on long vacations and \$657 on weekend getaways.

▼ **Hurt Feelings, Not Effective Review**

Multi-rater feedback programs are intended to improve employee behavior and performance via improved communication. Employees receive anonymous feedback from their immediate manager, their peers and their direct reports, if they supervise others. Each rater anonymously rates how well other employees demonstrate behaviors that relate to his/her effectiveness and productivity. The individual ratings are then summarized and communicated to the subject, and sometimes to his/her manager, in an effort to modify behavior.

Employee performance appraisal programs are intended to monitor employee progress toward company goals. Managers independently evaluate how their direct reports are doing and how job performance can be improved.

And this is where the

problem begins. Too often organizations use information gleaned from multi-rater programs as part of the evaluation process used to determine compensation. The two programs are separate and unique. When blended together, they can lead to employee morale problems and even litigation.

Serious employee morale problems occur when an employee is evaluated as successfully working to achieve organizational goals and then receives negative feedback from their multi-rater group, or vice versa. The morale problems worsen and lawsuits begin when the employee believes that additional compensation is denied or reduced based on the recommendations of others.

▼ **Just Knowing They Are There Helps**

Programs to help balance work and family responsibilities have a positive effect on employees' decisions to stay with the company, reports a survey by Hoechst Celanese, a chemical company based in Somerville, NJ. *HRMagazine* reports, almost 60 percent of the employees surveyed say their ability to balance work and personal responsibility was of great importance in making that decision.

Women in exempt jobs rate the work/life balance as the number one factor in their decision to continue working at Hoechst Celanese, while exempt men and employees with childcare responsibilities rate it second

only to job security. The survey also found that employees who are aware of the company's work/life programs and policies were 39 percent more likely to expect to stay with the company for the next three years than employees who were either not aware of any or knew of only a few such programs.

▼ **Dressing Down**

Sears Roebuck & Co. installed mannequins outside its employee cafeteria to show workers how to comply with its five-day casual summer dress code. The "good" male mannequin wears khakis and a plaid shirt; the "bad" one has a worn-out t-shirt and torn jeans, reports *The Wall Street Journal*.

Are You The One They Want?

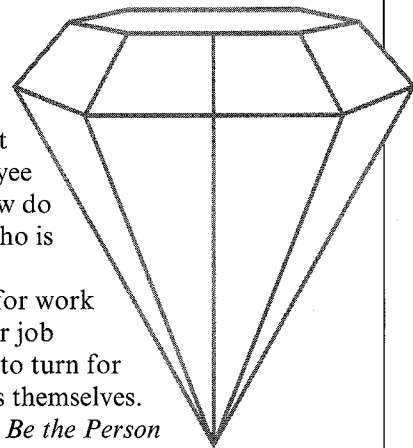
Is there a secret to succeeding in the workplace today? What distinguishes an employee from his/her peers? How do employers determine who is best suited for a job?

For people looking for work or uncertain about their job security, the best place to turn for answers is to employers themselves.

In the book, *How to Be the Person Successful Companies Fight to Keep*, Jean Gatz and Connie Podesta elaborate on the primary characteristics or traits that employers say they look for in their employees.

"At the top of the list—with character and integrity—is accountability," Gatz says. "Or, as one executive said 'you know what needs to be done, and can be counted on to do it right, on time, and without constant reminders or supervision.'"

Other effective strategies for achieving workplace success: Get your personal life in order; demonstrate and document value-added; work smarter, harder, faster; welcome change; commit to lifelong learning; look for leadership opportunities; and communicate openly and directly.



Managing the W.O.M.

by Jeffrey Heilbrunn

One of the most important forms of marketing for associations and one of the least managed is W.O.M.—word of mouth. Managing the w.o.m. can make your overall marketing program more productive and efficient. Not managing it can actually be destructive.

Word of mouth starts with identifying satisfied customers or members. Identify this group and get them into a special database. Among these individuals will be your strongest and most ardent supporters. These are your champions. Champions and influentials should be specifically identified and given special status.

Champions of your organization should be organized into a special group. Are you a Netscape user? If you are, check out how they treat their champions—go into your browser and type in Netscape champions—you'll find them. They support other users, write and speak about the Netscape product line and give generously of their time. In return, they receive:

- 1. Special communications and newsletters.**
- 2. They are given the first opportunity to try out new products.** While a benefit, it also allows them to spread the word about the products they are testing. They are given the opportunity to have special input on these projects. Have you ever given a special set of your membership the opportunity to test drive one of your new products or services?
- 3. They are given special recognition on a special Netscape champions page.**

Champions will lead the way and give of themselves if, in return, you treat them special. Some level of exclusivity should be involved and the program is rounded out with communications, involvement and recognition.

These same benefits can be used with the larger group of satisfied customers. Involvement would include giving them opportunities

to have a special role. I remember my first American Society of Association Executives (ASAE) meeting. I was given the opportunity to buddy up with Rod Geer, one of the all-time greats in this business. We had breakfast and that started a friendship with Rod, and a long relationship with ASAE. Nurture your supporters by "bringing them in" to learn even more about the organization and to have more input.

From these supporters, gain your testimonials. Let them tell you their stories—stories are powerful. Gather this information on a formal basis. It will be great fodder for your membership development programs and even for editorial.

Develop trust

Gaining and keeping members might rise and fall on the anecdotal stories and testimonials of your supporters. Use this evidence in your advertising and promotions.

To be most effective, put a people person in charge of the w.o.m. program. Manage the database, the communications, the involvement, the recognition and on occasion the surprise benefit. Surprise your supporters and they will be energized to continue their side of the w.o.m.

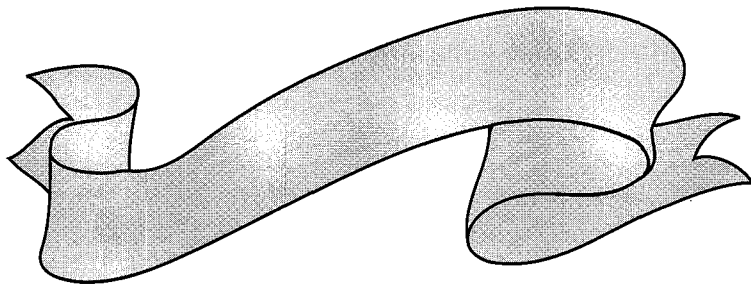
Finally, give your supporters and champions the opportunities and channels to communicate. One way is to gain a flow of referrals from them. Solicit and follow-up referrals and recognize the results. At every opportunity ask your supporters for referrals.

So. Let's get started. Remember, a referral is 80 percent more likely to become a customer or member than through other marketing means.



Jeffrey Heilbrunn is former president of American Marketing Association and president of The NOW Group Ltd. NOW offers marketing services including consulting, association sponsorship programming and sales; imprinted merchandise and they also own a printing company. Their website is www.cin.net/now/NOW.htm or e-mail: jheil@cin.net.

Get the Recognition You Deserve



NESRA has added new categories to its
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You will receive a NESRA Awards Brochure in your mail soon.

Submit your entry for these exciting new awards:

"Being a part of the NESRA Awards of Excellence Program is a tradition here at Blue Cross Blue Shield of Texas. Your award allows us to showcase the best of what we do. Being in a corporate environment, it's important for our management to see the quality of our work judged and recognized on a national level."

**—Suzi Murphy, Health Promotions Specialist
Blue Cross Blue Shield of Texas**

Entries must be received by February 20, 1998



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- Employee Discount Programs
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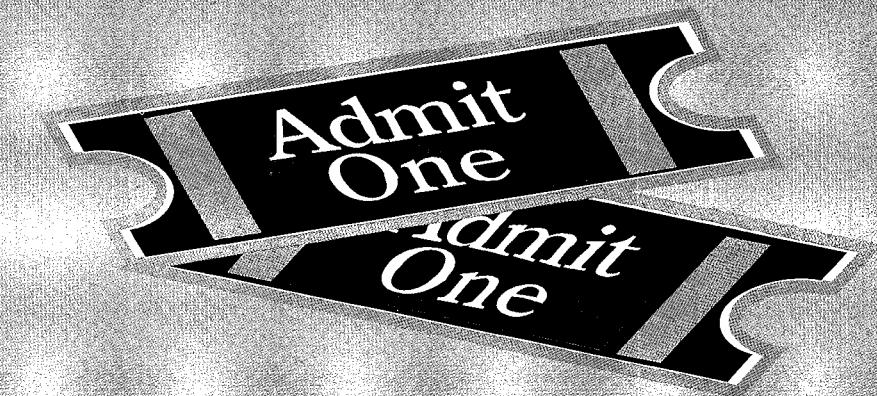
Successful Tips for *Discount Ticket Sales*

by Kim Crookston

As demands on our time, money, and work and family responsibilities increase, we look for various ways to meet our daily obligations. We are also searching for diversions, in the way of relaxation and entertainment, from some of the demands in our lives. Our employment, at times, may seem to be our greatest deterrent. However, it may also be our greatest benefit. As we have read in *Employee Services Management*, there are ways companies can help their employees fulfill some of those needs by offering various programs. When an employer offers special benefits, the employees recognize that their company cares about them. This builds employee morale, which in turn boosts productivity in the workplace. It becomes a win-win situation.

One program that is of real value to employees is discount ticket sales. Tickets, usually for entertainment, can be sold to employees at a discounted rate compared to paying full ticket price at the box office. Entertainment companies are willing to discount their tickets to other companies because of the potential for high volume sales. Employees save money with the discount and save travel time by purchasing tickets at work.

This article will discuss how to start a



discount ticket program and helpful hints for maintaining it. Most of what is contained in this article is based on what I have learned from my own experiences at a California aerospace company of about 750 employees. If you currently operate a discount ticket program, you may pick up a few additional techniques.

Company Support

Starting a discount ticket program requires the support of your company. This means upper management must be sold on the idea, recognize the benefits to the company and to the employees, and understand how it will operate. This might require a formal presentation of a step-by-step plan for implementation at an executive staff meeting. Having the endorsement of the company is important to how well the program will run. Several key issues that need to be determined are: who will do it, how much company time is involved, and what is it going to cost?

■ **Who:** The recreation club, event planning board, company store, petty cash person or employee services practitioner can operate this type of program. It is sometimes logical to have the person who handles cash for the company do this. However, many people don't welcome the added responsibility. If you are the designated person, it can be done out of your desk if organized well. Actually, this can be a rewarding job to whoever does it. I have found it an opportunity to meet many people throughout my company and many associate members at NESRA chapter meetings.

■ **Time:** There is a certain time commitment required to start and maintain a discount ticket program. The initial planning and establishment will require substantial time, perhaps a month or more. Once your program is operational, the time required will diminish to a more even and regular time frame, such as

an hour a day. The size of your company will usually determine the volume of tickets sold, which in turn determines the amount of bookkeeping and time required. Establish specific hours to sell tickets and order during the day. Schedule in bookkeeping and accounting as part of the regular time commitment. If a recreation club staff operates the program, be sure to include the time of all individuals who are involved, such as the salespeople, treasurer and any committee members.

■ **Cost:** Usually the only cost involved is that of the employee's wages who operates the program. However, many such programs are operated on a volunteer basis outside of work hours (administrative work), other than actual ticket sales. There may be some administrative and equipment costs (software for inventory, duplications of flyers for advertising, cash register and office supplies) depending on the

complexity of your program. Some money may be required up front to purchase tickets that cannot be obtained on a consignment basis, but that will be replaced by ticket sales. Some companies add a small surcharge to the ticket price to help support the program.

Getting Started

Once company support is established, you are ready to begin. You can start small to show more immediate results and gradually grow as you implement more efficient operational methods.

■ **Location:** Establish your sales location where it will be convenient to your employees, usually a high traffic area. It should also be in a location that is easy to find or easily recognizable, such as next to the mail room or cafeteria.

■ **Operating Hours:** If your operating hours are limited during the day, choose a time that will be the least disruptive to the work schedule. You might open for ticket sales during the lunch hour. Another consideration is shift work. Conduct ticket sales at the end of shift one and the beginning of shift two.

■ **Recording Ticket Sales:** Get a strong box, safe or have a desk that can be secured. You will have tickets, checks and cash to keep safe.

Create an effective ticket sales recording sheet. This might be handwritten, a spreadsheet program on the computer, or a more elaborate material inventory control and sales program. Maintain a separate ticket sales recording sheet for each event. For each sale, it is helpful to record the following information: ticket serial numbers, quantity sold, the employee's name or number, the sales amount, the check number or indicate cash, and the date of sale. This should be recorded at the time of sale so any discrepancy may be immediately resolved. Having this kind of information helps make the accounting much easier and a company audit work smoother.

■ **Inventory:** Getting an inventory of tickets to sell is probably the easiest part of a discount ticket program. At your NESRA chapter meetings, associate members can show you how to participate in their discount ticket programs. They have a contract that is usually very straight forward, explaining the terms of sale, prices, expiration date, payment schedule, and various other stipulations. You may wish to start with only two or three different associates whom you feel will generate high sales within your local community. When you

Getting an inventory of tickets to sell is probably the easiest part of a discount ticket program. At your NESRA chapter meetings, associate members can show you how to participate in their discount ticket programs.

have established your presence in the company and are operating smoothly, expand the inventory to include other associate members that may be further out of your area. Also network at your chapter meetings with other organization members to see how they run their ticket programs and possibly purchase tickets through them until you can generate the volume to establish your own accounts with the associate members.

Maintaining Your Program

Maintaining your ticket program is an ongoing process, but gradually becomes routine. Various assignments may include ordering tickets, making payments, accounting, advertising, and training.

■ **Ordering Tickets:** Offering a wide variety of tickets is a nice benefit to the employees. Different tickets will sell at different rates during the year. Amusement park tickets are in high demand during the summer months. Movie tickets sell quickly just before holidays. Try to anticipate these peak times and order early to have an ample supply on hand. Tickets may be offered for different time periods, such as: a one-time specific event, a month-long promotion, or use-on-any-day during the year. It is important to keep track of the expiration dates. If you can't offer tickets at a discount, offer them as a convenience to the employees.

■ **Making Payments:** When the event is over, you are usually given a two-week period to return the unsold tickets and make the payment, usually by company check. Both should be sent to the associate member by certified mail. Some associates request that monthly payments be made. Also specify which event you are paying for since some suppliers offer simultaneous events.

■ **Accounting:** Keeping track of the ticket sales, the incoming money and the inventory is very important and must be accurate. Since most associates require a company check, all money received through the ticket program is deposited into the company account.

Establish a specific time for completing your accounting work, possibly every other week or once a month. For each event, tally up the number of tickets sold during that period and multiple that by the ticket price. This total should equal the sales amount for this period. Subtract the number of tickets sold from your inventory. Determine how much your employees saved through the discount ticket program by multiplying the number of tickets

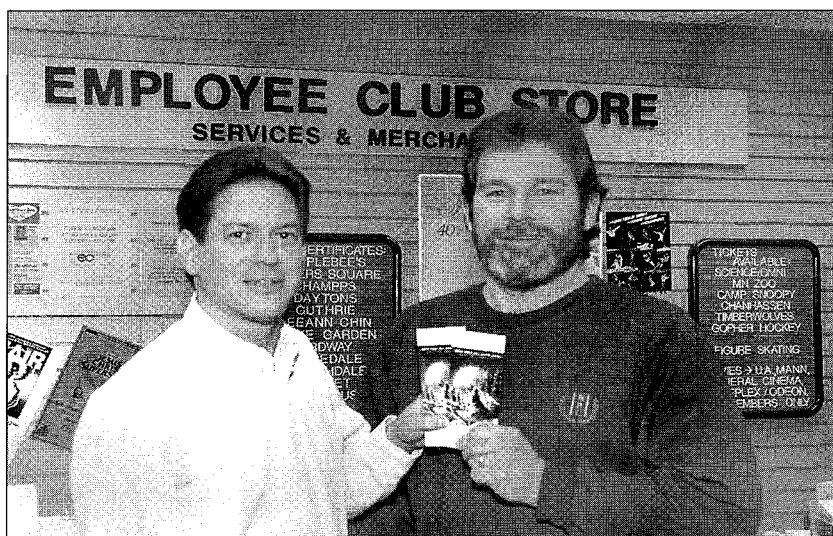
sold by the difference between the box office price and the discount price. This information is important for management so they know how valuable the program is to the employees.

■ **Advertising:** Many suppliers will customize a flyer for your company, which includes all the pertinent information pertaining to the event as well as who in the company to contact for tickets. A composite flyer listing all the events at a glance is also helpful. Display the flyers on bulletin boards, distribution racks or tables, cafeteria, lobby, company newspaper, e-mail, web home page, mail room, copy room, payroll stuffers, department meetings, etc.

■ **Training:** Training an alternate program coordinator to cover for you is essential for those times you are out of the office or on vacation. That person should be familiar with all aspects of the ticket program, know the location of all materials and have a duplicate key to where the tickets are kept. Use additional help during peak hours or peak seasons to keep them updated on operations and for the added customer support.

Helpful Hints

■ **Special Events:** Some special events may only be offered for limited performances. Usually, these tickets require a minimum pre-purchase for a specific performance and arena location to qualify for the group discount. Determining the optimal time and location are difficult at best. Choose a time that most employees will be able to attend. Most people are willing to pay a few extra dollars for better seats. Make a decision quickly though, your



Learning about your employee demographics can help you predict which type of discount tickets will appeal to your employees.

window of opportunity may close sooner than you anticipate. If you feel you may have

difficulty meeting the minimum required ticket sales, network with other NESRA chapter members and increase your advertising.

Low Employee

Base: Companies with few employees may have difficulty in participating in some supplier programs because they don't meet the

minimum employee level. Again, network with a larger company. They are usually very willing to do this because the additional sales may qualify them for a greater discount.

Consignment vs. prepurchase: Use the consignment ticket programs rather than prepurchase tickets whenever possible. This doesn't tie up your company's money. If you must prepurchase the tickets, check on the possibility of returning the tickets for credit towards your next purchase or extending the expiration date.

Promotions: To help promote a specific event, give away a related gift by having a drawing, such as a music CD of the performance.

Supplementing the cost: Some companies supplement the cost of their tickets from profits from the vending machines. However, this usually means the tickets are only available to employees and not to outside groups.

Supplier visits: Suppliers may desire to visit your company for a special promotion, such as the opening of their newest ride. At their visits, they may raffle off door prizes and offer other fun activities. This could be done in the cafeteria during a lunch hour. Having a vendor fair with a dozen or so visiting at one time can be a very exciting event. This works better at large companies where all the employees are in one location.

Season passes vs. discount tickets: Many theme parks will offer season passes as well as discount tickets. Employees who wish to attend regularly may save more by purchasing the season pass. Try to have this kind of information available.

Surcharges: Some companies add a small surcharge to the price of the ticket to help support their recreation club, or offset any costs associated with the program.

Discount cards: Some parks offer a discount card that can be used for admission, restaurants and stores inside their parks and even nearby services, i.e., car rentals.

Ticket agencies: Some hard-to-find tickets may be available through agencies. They may even offer a group discount. These tickets are most likely obtained through a prepurchase agreement.

Networking within: Network with other departments within your company to boost your ticket sales. Tickets make very nice gifts for incentive programs, such as ride sharing.

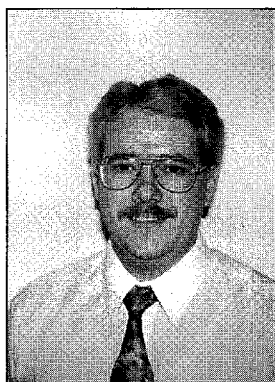
Sales verification: At the time of sale, the employee and the ticket seller should both count the tickets so there is no misunderstanding as to how many they actually received. This protects from inadvertently giving out too many or shorting the employee.

Refund Policy: Establish a refund policy. If the ticket can be returned to the supplier without a penalty or can be resold before the close of the event, accommodate the employee. If tickets cannot be returned or exchanged, state this in your ticket promotion. If the ticket has expired, and the supplier won't accept it for an exchange or refund, your customer may be upset—be understanding and patient with his/her frustration.

Keep in mind several things while operating your discount ticket program. Discount ticket sales can boost employees' morale. Employees are your customers and usually have high expectations. Customer service and satisfaction are very important. Whether you're paid to operate the program or doing it on a volunteer basis, there is satisfaction in helping others have a good time.



▼
Keeping track of the ticket sales, the incoming money and the inventory is very important and must be accurate.



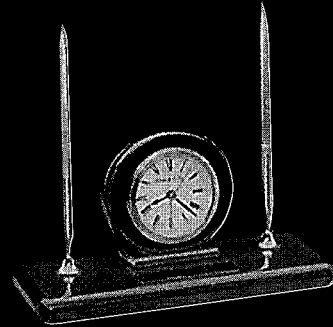
Kim Crookston has been employed at HR Textron in Valencia, California for nine years as a design engineer. For the past eight years, he has served as a volunteer on the company recreation club. Kim is actively involved with his local NESRA chapter, AIRC in Burbank, having served as program director, president and 1998 regional conference co-chairman. He also presented a workshop at the 1996 NESRA National Conference in Las Vegas.

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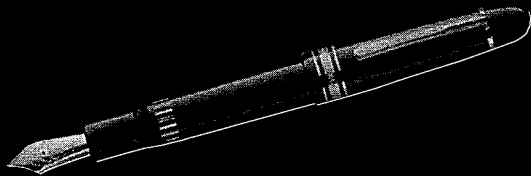
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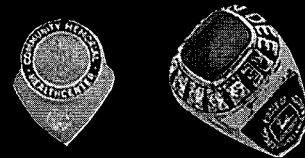
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Two NESRA Members tell you why they will attend NESRA's 57th Annual Conference & Exhibit

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at Disney's Coronado Springs Resort
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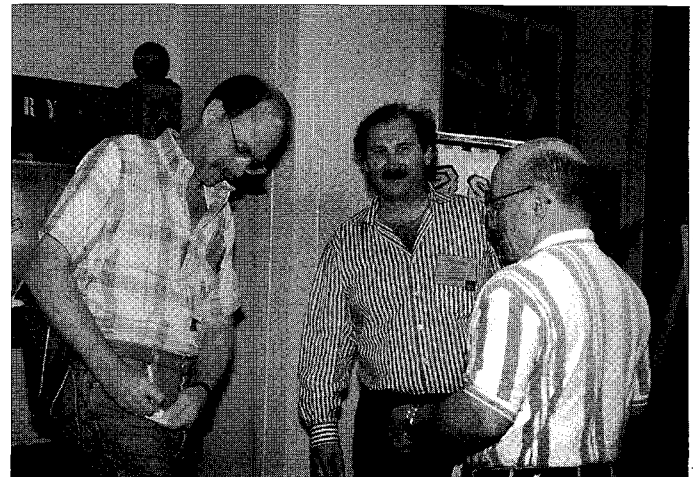


"Networking at NESRA's Annual Conference makes all the difference. It's really great to talk with people from other companies that are similar in size, facilities and programs."

—Mary Daniels, CESRA,
3M Club accounting coordinator
3M Club, Lake Elmo, MN

"There's such a variety of exhibitors. The Exhibit Hall is where I get a lot of my ideas for my employee services program. This week I have a NESRA Exhibitor doing an on-site sale and I have two other NESRA Exhibitors planned to come here in the next two months. I get more than my money's worth out the Exhibit Hall—or else I wouldn't be coming back year after year."

—Donna Smith, employee services coordinator
Vistakon Inc., Jacksonville, FL



NESRA's
57th Annual Conference and Exhibit
Disney's Coronado Springs Resort, Lake Buena Vista, Florida
April 29 - May 3, 1998
Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status _____ CESRA _____ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes _____ No _____

Does your company have an employee store? _____ Yes _____ No _____ Do you manage it? _____ Yes _____ No _____

Expected date of Arrival _____ Departure _____

() Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/20/98	After 3/20/98
Delegate-NESRA Member	\$460	\$475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is \$126 per night (single or double occupancy).

FOR OFFICE USE ONLY

1 2 3 4 5

Group Events at *Theme Parks*

**Use this information to plan your next outing at a theme park.
NESRA National Associate Members who are theme parks and responded
to NESRA's theme park survey tell how they service groups.**

Busch Gardens Tampa

P.O. Box 9158
Tampa, FL 33674-9158
Contact: Theresa Crane
Sales Manager
(813) 987-5000
<http://www.4adventure.com>

Company picnic facilities/services:

Busch Gardens Tampa offers Serengeti Safari, a close-up look at the animals from a feed truck for a nominal fee. We also offer smaller group eating facilities and meeting space and after-hours convention space. Busch Gardens Tampa is open 365 days a year.

Private parties: Exclusive night functions (after the park closes) ranging from formal nights, African safari nights to Fabulous Fifties along with bands, entertainment animals and unbeatable food and beverage.

Before and after-hours activities/facilities: We can arrange breakfast meetings and "have breakfast with our animals" before hours. We accommodate just about anything the client may desire after hours—from an area rental to buying our whole park for one evening. We have coordinated live broadcasts from the Moroccan Palace to USO dinners, live bands, street entertainers, animal walkers, zoo education staff and more.

Entertainment available: At the park groups enjoy our whole schedule of daytime entertainment as well as those listed above. Sometimes entertainers can be contracted for off-site events, as long as it is after our park is closed to our daily guests.

Park assistance: We do special corporate functions within our park ranging from picnics and award ceremonies to scavenger hunts in no finer background than Busch Gardens Tampa and the Edge of Africa. Our park is a real experience. At this park there are no props for loan.

Catering Services: A range of catering services are available from formal sit-down dinners to BBQ picnics on our premises. Currently we do not offer off-premises catering.

Other park aspects: Area rentals, total park buy-outs, Serengeti safaris, themed events and individual existing restaurants for special events.



© Disney

Disneyland

1313 Harbor Blvd.
Anaheim, CA 92803
Contact: Denise Sparacio
Corporate Sales Manager
(714) 781-1800
website:
www.disneyland.com

Company picnic facilities/

services: The All American Picnic program offers the following locations—Golden Horseshoe for 150-200 guests. Breakfast locations are Hungry Bear for 100-650 guests and Casa Mexicana for 100-250 guests. Also available are meal vouchers for fast food locations or one of the buffeterias.

Private parties: Disneyland is open year round. We offer private parties as our after-hour event. Imagine your group having Disneyland all to itself! Enjoy unlimited use of attractions and thrill to special entertainment and your group's name on a banner across Main Street U.S.A. Additional entertainment is available at an extra cost.

Before and after-hours activities/facilities: Breakfast at Hungry Bear or Casa Mexicana is a



Knott's Camp Snoopy

Mall of America
5000 Center Ct.
Bloomington, MN 55425
Contact: Beth Kreutziger
Group sales rep.
(612) 883-8531
website:
www.camp.snoopy-moa.com

Company picnic facilities/

services: Knott's Camp Snoopy is open year-round (closed Thanksgiving and Christmas Day). We offer two private picnic spaces, as well as the Playhouse Theater to accommodate groups of all sizes. Our picnics include an "all-you-can-eat" buffet and an "unlimited ride" wristband.

Private parties: Private parties offer four hours exclusive use of Knott's Camp Snoopy's rides and attractions, beginning after regular park hours for groups of 1,000-7,000. Private parties may also include a variety of entertainment options, food packages and games.

Before and after-hours activities/facilities: Holiday Breakfasts with Snoopy and the Peanuts Gang are a popular way to celebrate the holiday season at Knott's Camp Snoopy. They are available starting at 8:30 a.m. and include a breakfast buffet, an "unlimited ride" wristband and a visit by Snoopy and the Gang. We also

provide meeting space and catering services in our Playhouse Theater available prior to park hours. Private parties generally occur after hours. We have also hosted "all night" graduation parties and "all night" youth/church group outings.

Entertainment available: The Playhouse Theater can seat up to 450 people for a variety of entertainment options. Snoopy and the Peanuts Gang stroll the park on a daily basis and are available for "hugs" and photo opportunities. On the Northwood Stage, we invite groups from schools, churches and various other groups to perform. For off-site events, groups may contract: Bands, DJs, Karaoke, comedy groups, magicians, jugglers and animal shows. Upon request we can also contract Sumo Wrestling, a Velcro Wall and Human Bowling.

Park assistance: Group sales representatives work closely with our clients to customize each event that we host. We have our own catering and entertainment departments to assist in fulfilling specific client needs. We provide promotional materials to help the client advertise their event. Park scenery and props are available to the clients, some services may need to be contracted.

Catering Services: Knott's Camp Snoopy has its own catering staff. We can provide a variety of meals, as well as, customize menus to ensure client satisfaction. Our catering staff is on-site for each event and does all the set up, serving and clean up at each event.

Other park aspects: Knott's Camp Snoopy is the largest indoor theme park in the nation. All ages can enjoy our seven acres of high spirited fun with 24 rides and attractions, seven places to eat and eight great places to shop. "Skylights!" is an indoor fireworks show that is popular for special events. Located in the heart of Mall of America the park is surrounded by 400 world class stores, an indoor miniature golf course, Underwater World, Planet Hollywood and much more!

nice way to start your day at Disneyland and after hours private parties for 7,000+ and Enchanted Evenings for 500+.

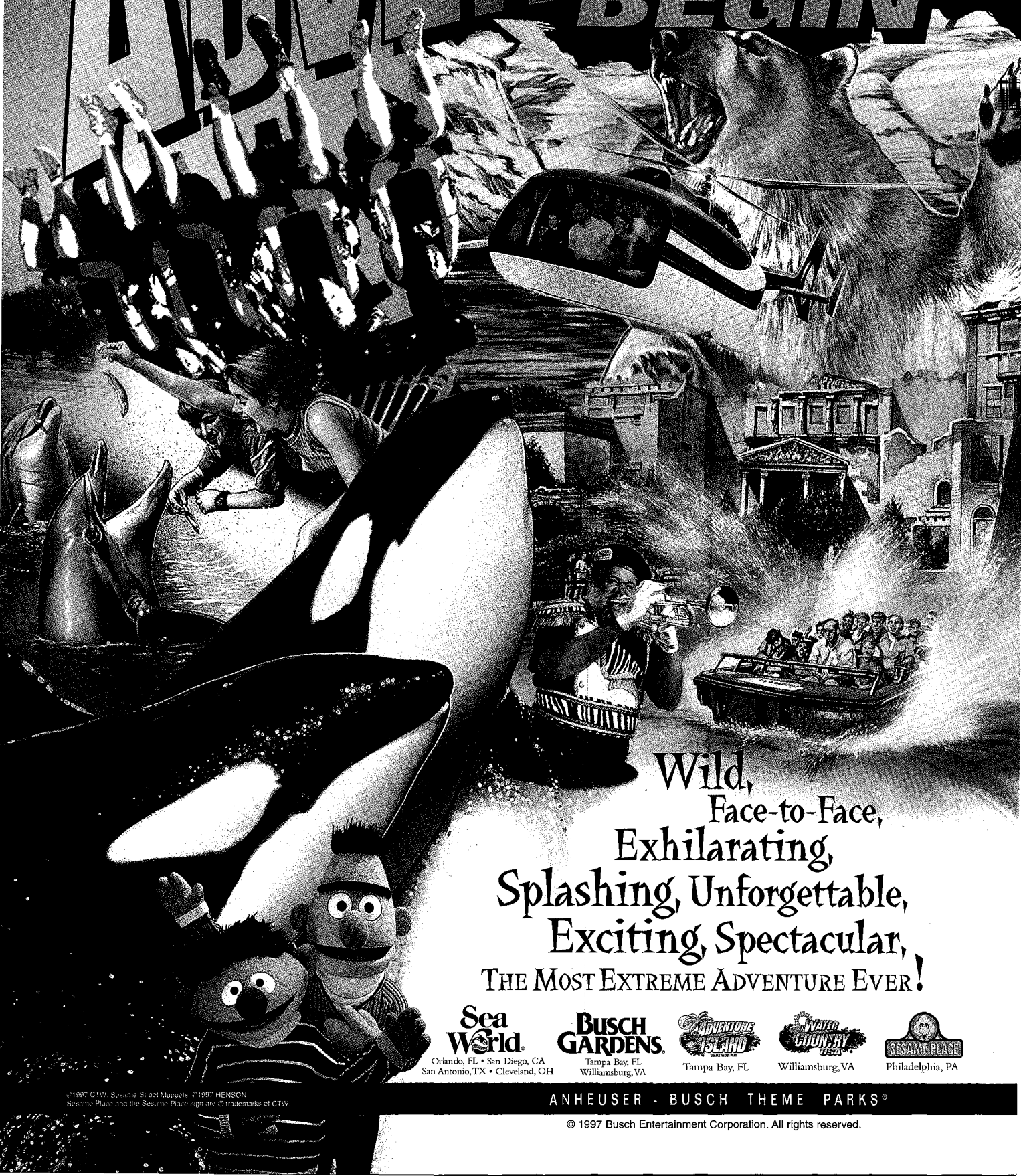
Entertainment available: Daily entertainment includes parades, bands and shows, (subject to change). The Hunchback area will accommodate groups up to 1,150. Disney characters, stiltwalkers, facepainters and fortune tellers roam in a private setting (subject to availability). Although Disney characters cannot be hired for performances outside of Disneyland, our Special Events Department (714) 490-3123 is available to organize 'Disney Quality' events.

Park assistance: Personalized promotional materials are provided. Also a week-by-week guideline for planning and promoting the event.

Catering Services: The Disneyland and Disneyland Pacific Hotels, located directly across the street from Disneyland, provide catering in their numerous banquet rooms. They can be reached at (714) 956-6709.

Other park aspects: Groups of at least 20 can participate in a Disneyland VIP event. For larger groups of at least 500, a corporate swing is also available. (Some exclusions apply).

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Sea World of Florida

7007 Sea World Dr.
Orlando, FL 32821
Contact: Leslie Snyder
Sales Manager
(407) 363-2205
website: www.seaworld.com

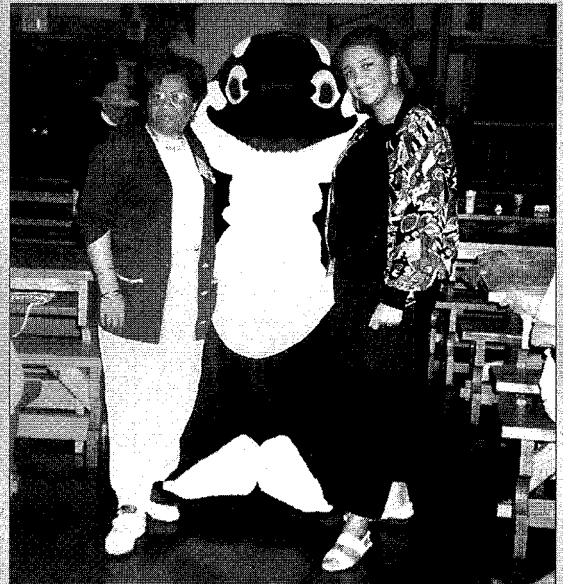
Company picnic facilities/services: Bayside Plaza pavilions offer a beautiful four-acre private area featuring seven permanent pavilions ideal for picnics, parties, ceremonies and team building. Sea World of Florida is open year round.

Private parties: Unique exclusive parties ranging in group sizes from 30 people all the way up to 25,000 people.

Before and after-hours activities/facilities: Our park opens at 9:00 a.m. everyday. You can utilize any of our venues in the park after 7:00 a.m. Any of our shows and animal attractions are available after hours until 11:00 p.m. with exclusive use of the pavilions until 1:00 a.m.

Entertainment available: Customized private animal shows, private ski/stunt shows, laser/fireworks, live animal appearances and walkaround entertainment. Our entertainers can also be contracted for off-site events.

Park assistance: We can handle all details or refer



you to a prop company. Our pavilions are very theme oriented.

Catering Services: All of our catering is done in-house. Our award-winning culinary staff can accommodate all your needs.

Other park aspects: Rental is available of Nautilus Theater, a 2,200 seat, climate-controlled theater, which is ideal for concerts or general sessions. In Spring of 1998 Sea World of Florida will open a new water roller coaster, Journey to Atlantis.

Silver Dollar City, Inc.

4800 State Hwy. 165
Branson, MO 65616
Contact: Jett Parker
Sales Manager
(417) 336-7412

Company picnic facilities/services: A 4,000-seat amphitheater is available for meetings and assemblies. Indoor seating for 200-1,000 for meetings and 200-350 seating is available for meals and meetings during the park's open season. While the park is closed, groups of 1,000+ can make arrangements for meetings, assemblies and conferences.

Private parties: not available

Before and after-hours activities/facilities: Music on the square is available and breakfast starting at 8:00 a.m. After hours a two-hour performance

at Echo Hollow beginning one-half hour after the park closes is available.

Entertainment available: Fifty shows daily, for example: variety, musical, comedy, gospel. During the season, five special event festivals are featured: World Fest '98; Great American Music Festival; National Children's Festival; National Festival of Craftsmen and Old Time Country Christmas. Family entertainment, comedians and musicians can be contracted out to perform at company events.

Catering Services: Yes, our company will cater.

Other park aspects: This 1880s theme park offers a 4,000-seat amphitheater that is available during park hours for meetings and assemblies.

Universal Studios Florida

1000 Universal Studios Plaza
Orlando, FL 32819
Contact: Janet Carrier
Corporate Sales Representative
(407) 363-8420
website: www.usf.com

Company picnic facilities/services:

Soundstage 33 is an indoor air-conditioned facility available 365 days a year for booking. Other themed venues include 42nd Street, LaBamba Cafe, Battery Park and more locations depending on group size. The park is open 365 days a year.

Private parties: Themed receptions, picnics, private dinner and street parties can be arranged.

Before and after-hours activities/facilities: All locations are subject to availability regardless of the time of day. All studio facilities are available for after hours events. Prices subject to group size, locations selected, etc.

Entertainment available: All of our scheduled shows such as, "Beetlejuice



Graveyard Revue" show or the "Animal Actors" show are available for private events, subject to show schedules.

Contracted entertainers at off-site events: All studio entertainment are available for events, except Barney.

Park assistance: Staff can help you

theme your event based on the venue you select.

Catering Services: Full catering services are provided by USF catering department.

Other park aspects: Universal Studios Florida offers thrilling attractions that will keep your group entertained.

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I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and civil sanctions (including multiple damages and civil penalties).

Instructions to Publishers

- Complete and file one copy of this form with your postmaster annually on or before October 1. Keep a copy of the completed form for your records.
- In cases where the stockholder or security holder is a trustee, include in items 10 and 11 the name of the person or corporation for whom the trustee is acting. Also include the names and addresses of individuals who are stockholders who own or hold 1 percent or more of the total amount of bonds, mortgages, or other securities of the publishing corporation. In item 11, if none, check the box. Use blank sheets if more space is required.
- Be sure to furnish all circulation information called for in item 15. Free circulation must be shown in items 15d, e, and f.
- If the publication had second-class authorization as a general or requester publication, this Statement of Ownership, Management, and Circulation must be published; it must be printed in any issue in October or, if the publication is not published during October, the first issue printed after October.
- In item 16, indicate the date of the issue in which this Statement of Ownership will be published.
- Item 17 must be signed.

Failure to file or publish a statement of ownership may lead to suspension of second-class authorization.

PS Form 3526, September 1995 (Reverse)

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Full Name		Complete Mailing Address			
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PS Form 3526, September 1995 (See Instructions on Reverse)

San Diego Zoo and San Diego Wild Animal Park

10946 Willow Ct., Ste. 300
San Diego, CA 92127
Contact: Mary Lou Antista-Suba
Sales Manager
(619) 675-7900
Internet: www.sandiegozoo.org

Company picnic facilities/services: The San Diego Wild Animal Park offers "The Winaffa Picnic." It includes admission, Wgasa Bush Line monorail tour, all exhibits and animal shows plus a meal option from a selection of three menus. At the San Diego Zoo, "The Zenega Picnic" is available which includes admission, 35-minute guided double-deck bus tour, Skyfari aerial tram (round trip), Children's Zoo admission, all exhibits, and animal shows plus a meal option from a selection of three menus. Minimum of 200 persons required.

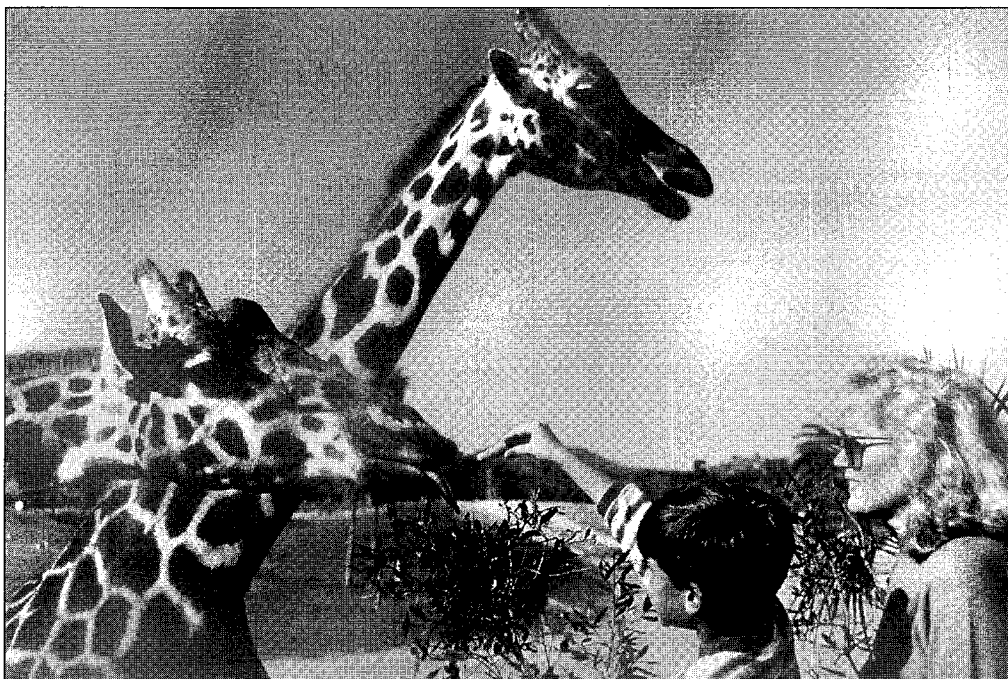
Private parties: Meeting and convention groups can have private parties at the San Diego Zoo or San Diego Wild Animal Park including lunches or dinners. All meals are prepared on-site by chefs.

Before and after-hours activities/facilities: Summer hours at both the park and the zoo offer special nighttime programs.

Entertainment available: At the San Diego Zoo, experience habitats of Tiger Riversm, Gorilla Tropicssm, Hippo Beachsm, and Polar Bear Plunge, and the only pair of giant pandas in the U.S. Open daily at 9 a.m.

Catering Services: On premises we have our own catering service.

Other park aspects: During special time frames, "Behind the Scenes Tours" can be arranged at a discount for groups of at least 15 and picnics for employee groups of at least 200. Our Roar & Snore Camping Safari lets you camp in a tent overnight amidst the sights and sounds of the animals who live at the Wild Animal Park. Nature hikes, al fresco dining, a roaring campfire, photo opportunities and of course, close up encounters with animals are all part of this marvelous adventure and we provide the tent.



You can get close up to wild animals for an exotic experience at San Diego Zoo and San Diego Wild Animal Park.

Minimum and maximum group numbers apply for this seasonal program. Special tours are available at the park and the zoo. At the Park, a two and one-half hour special tour including a guided walking tour of the 17 acres Nairobi Village, an insiders look at an off-exhibit area, a private encounter with an exotic animal and its trainer, a private Wgasa Bush Line monorail tour and unlimited stay on Park grounds. (15 person minimum)

A photo caravan tour is a picture-taker's paradise! An open-air vehicle tours the East African Plains, Asian Plains, Asian Waterhole and South African enclosures for breathtaking close-ups of exotic creatures. A guide helps identify wildlife subjects and points out interesting animal behaviors. (8 person minimum/36 person maximum) At the Zoo, take an Inside Story tour which includes a private three-mile guided bus tour, a visit to two off-exhibit areas and unlimited stay on the grounds. Your group will visit either the Zoo's Forage Warehouse, and animal bedroom or a spot where they can meet an exotic animal close up. (15 person minimum).



**Universal Studios
Hollywood**

100 Universal City Plaza
Universal City, CA 91608
Contact: Daniel Bourgault
Senior Sales Manager
(818) 622-3036
website: www.unistudios.com

Company picnic facilities/services: Fun catered lunches in several areas on Citywalk and Universal Studios for 100 to 4,000 guests. The park is open everyday.

Private parties: Universal Studios offers one-stop-shopping party packages including exclusive use of rides, shows and attractions with outstanding catering and entertainment (Look-alike characters, DJ, Bands, etc.)

Before and after-hours activities/facilities: We open early so anything can be available before hours and can

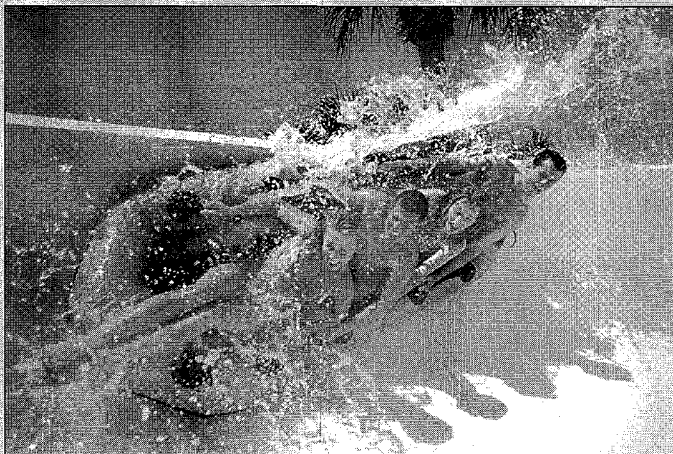
run into park hours. Most private parties occur after hours, that is when you and your guests can get exclusive use of our rides, shows and attractions.

Entertainment available: Anything is available from the Blues Brothers Show to Waterworld Sea War Spectacular to a Disc Jockey. Any and all entertainers are available for company events off-park premises.

Park assistance: We do all the planning and preparation for you. Just tell us what you want and then enjoy yourself.

Catering Services: We have a full catering staff that can do a picnic lunch to hors d'oeuvres to a sit-down dinner. We can also provide alcohol service from beer and wine to champagne.

Other park aspects: Theater usage, and arena usage for competitions (cheerleaders, aerobics, tae kwon do).



**Wet 'n Wild,
Orlando**

6200 International Drive
Orlando, FL 32819
(407) 351-1800
(800) 992-9453
Internet:
www.wetnwild.com
Contact: Jo-Ann Moltz

Company picnic facilities/services: Choose from several different reserved areas to cater your group event. Meal vouchers as well as

soft drink options are available. Wet 'n Wild is open 365 days a year, with heated pools during the cooler months.

Private parties: Exclusive events are held August through June after regular park hours. Exclusive parties range from a themed cocktail reception to full use of our attractions.

Before and after-hours activities/

facilities: Breakfast events are always a possibility with groups entering before the park opens.

Entertainment available: Wet 'n Wild, Orlando offers a wide variety of water rides and pools for each guest's enjoyment from June through August. Wet 'n Wild, Orlando offers Summer Nights with live entertainment, games and contests at our Beach Club. Off-site, Splish and Splash, Wet 'n Wild's trademark characters, are available for on-site appearances. Special entertainments (i.e., D.J., bands, etc.) can be accommodated.

Park assistance: A full staff can aid in planning and an on-site coordinator is available.

Catering Services: A full catering department can cater to a variety of group needs. Off-site catering is not available.

Other park aspects: The Wet 'n Wild Beach Club is available for themed exclusive events.



Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

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Employee club members, corporate special event planners and fair/festival planners will find this 108-page innovative, comprehensive, creative guidebook a useful tool for planning special events. Special Events: Inside & Out offers the following information.

- a start-to-finish master plan
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- committee structures
- securing sponsorships
- publicity and advertising strategies
- working with volunteers

Order Form

Please send me _____ copies of Special Events: Inside & Out at \$18.95 plus \$2 for postage and handling

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (____) _____

Total Amount Enclosed \$ _____

Send check and order form to:

**National Employee Services
and Recreation Association**
2211 York Rd., Suite 207
Oak Brook, IL 60523-2371

Holiday Stress Survival

by Ruth Gordon Howard R.N., M.A.



begin munching. Don't stand by the chips and dip and wonder where your willpower has gone when you give in. If you are managing special events and holiday parties for employees at the workplace, offer low-fat alternatives, such as festive fruit trays and vegetables with low-fat dip. Employees will appreciate your thoughtfulness when you provide healthier options. If you blow it, don't give up! Get right back on track the next day. One pound gained is better than seven. Don't deprive one's self of a few indulgences. Enjoy tasting a variety of foods during all the holiday festivities. Very often, depriving oneself can lead to "out of control" eating. Tasting all of your holiday favorites does not mean you have to eat every last cookie on the plate. Savor what you do choose. Which bite tastes the best when you eat? The first one, of course.

▼
**Here are tips
on how to
keep your
spirits up!**

The holidays are a special time of year. Yet, people can experience disappointment when big holiday expectations are not met. Employee services providers are busy managing holiday parties, working overtime and are also filling special employee requests. It's no wonder, by the time they get home to coordinate family holiday traditions, they're exhausted. They need a plan for Holiday Stress Survival.

Cut To The Fat Of It

According to Gallup Polls and USDA nutritional figures, 1.7 billion cookies, 15 million pounds of fruit cake, and 120 million pounds of eggnog will be consumed over the holidays. If you are like the average American, you may gain up to seven pounds. NESRA members have lots of opportunities to overindulge, but can successfully keep extra weight off by having a plan. Don't go to holiday parties hungry. Have a low-fat snack before the festivities begin. Eat a banana or a piece of bread with jam. When you get to the party, assess what you will eat *before* you

We All Go Home

The busiest travel time of the year is the holidays. By plane, by train, and automobile, everyone goes home to see loved ones. Family gatherings also produce added stress. Don't expect perfect family gatherings—they don't exist. Visiting relatives may not do things the way you think they should, but that doesn't mean they're wrong. Remember, things will get back to normal in a few short weeks. If it is appropriate, you may want to consider shortening family visits. When people are separated from their normal routines, it's stressful. By lowering your expectations and keeping your sense of humor, you will prevent disappointment, and there really will be "no place like home for the holidays."

Shopping Overload

If you go holiday shopping and feel exhausted before you ever make the first purchase, you may be experiencing sensory overload. The sights, sounds, and smells of the season may be "jolly," but they can also be draining. Following some simple tips can make all the difference:



- To avoid the crowds, shop at "off" times—early morning, the dinner hour, late at night.
- Go with a gift list and try to follow it. Impulse buying can be stressful, especially when the bills come later.
- Take the pressure off; there are no perfect gifts. Keep gift giving simple.
- To avoid the crowds completely, consider shopping by catalog.
- Expect long lines. Do not be surprised when everyone has less patience than normal. You can make a difference by keeping your "cool" and your sense of humor.

Keep Moving

Staying physically active is important during the holidays. If you are on a fitness program, stick with it. Walking is one exercise everyone can do. So, walk everywhere you can. Add physical activity to daily activities. For example, walk to see holiday displays and park as far away from the mall as you can. Take the stairs instead of the elevator. If family gatherings are stressful, "take five." Go for a quick walk for five minutes. You will burn calories, clear your mind, and return with a new perspective. Exercise is a great stress reliever and a tool you need to control holiday stress. When your schedule gets busy, remember, you will not have time to exercise. You need to make time. Keep it a priority—you will be glad you did.

Hearts Can Hurt

For many, the holiday season is a painful reminder of losses suffered—broken families, new family members, single parents on their own, and strained relationships. Remember, life is complex, and everyone is dealing with difficult situations. The "Norman Rockwell" holiday does not exist. Perhaps this is the year you can begin creating new traditions that are meaningful. Also, thoughtfully maintain any past traditions and experiences that are special for you. Don't hesitate to seek out a friend or counselor if your feelings of loss are difficult to deal with. Very often, a new perspective can give insight, hope, and the ability to cope with change.


Too Much Of A Good Thing

Change equals stress. The holiday season brings changes to our schedules. Some changes are unavoidable and are a part of the excitement of the special events we have planned. However, by keeping routines as normal as possible, stress will be kept to a minimum. If you normally have oatmeal and a banana for breakfast, keep it up. When goodies are offered at the office—you won't be as hungry or tempted. How much sleep and rest we need varies according to each individual. With the many extra responsibilities and events planned, you will be busier. Get the normal amount of sleep you need to operate at your best. It may mean saying "no" to a party or event. However, you can do more overall, if you are rested and refreshed. Keep things simple by keeping them routine.

Be Prepared

Before holiday stress begins, sit down and create your master plan. Write out your priorities and a time line. Also, prepare for the unexpected and allow for extra time for unforeseen tasks that will arise. Once you have your master plan, go over it again and place your priorities in order of importance. If you start getting "over stressed," go back to your plan and determine what can be simplified or which priorities you can "let go." In other words, have a plan, but allow for changes. Be flexible! Having a plan is the key to success.

Conclusion

This is supposed to be a joyous time. Yet, the hustle and bustle of the holidays for NESRA members can also produce holiday stress. By being prepared with a personal plan, you will not only survive but actually enjoy yourself. After all, it's about sharing and caring. By creating your holiday stress survival plan and following these holiday stress action tips, you can enjoy yourself and have more time and energy to give to others. 



Ruth Gordon Howard R.N., M.A. is an authority on health promotion programs. She has inspired people nationwide with her exciting, fun-filled, and dynamic keynote speeches and seminars. She has appeared on numerous radio and TV programs. Ruth is certified by the American College of Sports Medicine, American Council on Exercise, the Aerobics and Fitness Association of America, and the Institute of Aerobics Research. Ruth can be reached at: (800) 992-7711, e-mail: RuthSoars@aol.com.

AIR CANADA



Call now and inquire about discounts and benefits available to your members and fundraising opportunities available to your organization.

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Walk on the Ocean Floor in New Brunswick, Canada...

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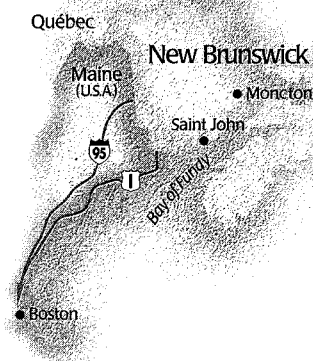
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distance from Maine is New Brunswick's

phenomenal Bay of Fundy... One of the

Marine Wonders of the World! Stroll the

ocean floor and experience this amazing ecosystem!



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- How to schedule a complimentary travel presentation for your group
- Fundraising opportunities for your organization



*Prices range from \$399 to \$1899 based on twin rates, air inclusive.
CST#2006766-20

NESRA's 1998 Buyer's Guide

How To Use This Buyer's Guide For Employee Benefits!

This *Buyer's Guide* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members. This directory was developed with information including prices and descriptions that were furnished by the Associate Members.

RETAIN THIS SECTION. It becomes a handy resource for discounts for employees. New National Associate Members are listed monthly in a "Buyer's Guide Update" in *Employee Services Management* magazine. Keep a copy of the Update with your directory to maintain a current resource.

NESRA's Buyer's Guide is currently updated and accessible on the Internet through NESRA's website <http://www.nesra.org>.

Read through *NESRA's Buyer's Guide* to see what is available to you and your employees, call the contact listed to receive more information about his/her product/services. Always identify yourself as a NESRA Member when calling and in some cases, should the Associate Member furnish a NESRA identification number to your organization, use your company's assigned number.

Buyer's Guide

Table of Contents

To enhance the use of this *Buyer's Guide*, we provide the following quick reference that contains the nine categories of suppliers, the page the category begins and a description of the products/services found in that category:

Awards/Recognition/Gifts.....B3

Plaques, ribbons, engraved items, or any special type of item or merchandise used to recognize employees' merits.

Family Entertainment.....B4

Attractions, amusement parks, tourist attractions, shows, family fun places and events

Fitness/Sports Equipment/Sportswear.....B6

Products to assist the promotion of wellness and fitness including sporting goods, magazines, sports clothing and accessories and fitness facility items

Hotels/Resorts.....B7

Listed first by multi-locations and then alphabetically by state

Merchandise/Discount Cards.....B11

Merchandise offered to employees at a discount including discount cards and services. General merchandise/items to be sold in an employee store.

Photofinishing.....B15

Professional film developing programs offered at companies

Specialty/Professional Services.....B15

Services—financial, printing, consulting, special event planners, etc.

Travel.....B17

Travel services—air, bus, car rental, cruise lines and tour services

Visitors/Convention Bureaus.....B19

Information on facilities and services in specified areas.



NESRA Headquarters ■ (630) 368-1280

For new National Associate Members added since this printing—
check *Employee Services Management's* magazine each month
or find us on the Internet at <http://www.nesra.org> for a current listing of offerings.

Awards/ Recognition/ Gifts

Awards by Kaydan

221 Depot St.
Antioch, IL 60002-1508
(847) 395-2900
Contact: Kathy Dreyer

Bulova Corporation

One Bulova Ave.
Woodside, NY 11377-7874
(718) 204-3331
(718) 204-3546
Contact: Spencer Toomey

Reward dedication and hard work with quality timepieces by Bulova, America's time-tested incentive supplier. "How-To" guides are available to assist in program planning. Request our Awards Catalog for customized incentive and service awards and corporate gift selections.

International Diamond Center

3696 Ulmerton Rd.
Clearwater, FL 34622
(800) 275-3366
(813) 572-7258 ext. 121
(813) 572-6882 FAX
Contact: Fred Miller

International Diamond Center offers recognition and giftware to reward staff members for achievement, longevity, safety and special recognition. We offer corporate logo jewelry, manufactured to your specifications, giftware, watches and writing instruments for your staff such as TAG Heuer, Rado, Raymond Weil, Seiko, Pulsar, Waterford, Orrefors, Mont Blanc, A.T. Cross and Quill. Our retail showrooms offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14 kt. and 18 kt. NESRA members receive a 15 percent discount.

Kremenz & Co.

375 McCarter Hwy.
Newark, NJ 07114
(201) 621-8300
(201) 596-1148 FAX
Contact: Naomi Douglas

Hand-crafted in the U.S. since 1866, Kremenz jewelry is available in gold-overlay, 14 kt., 18 kt. and sterling silver. Kremenz jewelry looks beautiful and is attractively packaged for display purposes.

Omaha Steaks

10909 John Galt Blvd.
P.O. Box 3300
Omaha, NE 68103
(800) 228-9055
(800) 428-1593 FAX
Contact: Stephanie Healy

Omaha Steaks—The tradition lives on! Taste our famous corn-fed Midwestern beef, aged to tender perfection. The hand-trimmed steaks are delivered to your door with satisfaction guaranteed. Call our 800 number now for your FREE catalog.

R. J. Roberts & Company

1181 S. Rogers Circle, Ste. 10
Boca Raton, FL 33487
(561) 241-1122
(561) 241-1655 FAX
E-Mail: RJR1181@aol.com
Contact: Ronald Roberts

The R. J. Roberts & Co.'s low, six-piece, mix-or-match minimum order helps you keep your company store apparel inventory down, lets you offer staff incentives with top quality, custom-embroidered clothing, and gives each employee the freedom to buy merchandise with your corporate logo directly through our catalog!

Salons USA

1131 Central Ave.
Wilmette, IL 60091
(800) GO-SALON
(847) 256-6523
(847) 256-6527 FAX
E-Mail: sales@gosalon.com
Contact: Tamara Stonich

Salons USA sells salon and day spa gift certificates priced from \$35-\$300 that are redeemable across a network of salons in the U.S. Convenient to order by calling the 800 number. Corporate discounts available.

Sayings for You, Inc.

170 Lodi St.
Hackensack, NJ 07601
(201) 498-7100
(201) 498-7107 FAX
Contact: Alan Wendorf

Sayings for You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. We specialize in rush-rush service for meetings, blood drives, company stores and special events. NESRA members get special prices. Haven't missed a deadline in 17 years.

See's Candies

Quantity Order Dept.
P.O. Box 3235
Culver City, CA 90231-3235
(800) 877-7337
Contact: Carolyn Matazara

See's Candies offers fresh quality boxed

chocolates and candies available at significant discounts for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are available.

SMH (US) Inc.

Recognition Products Division

1200 Harbor Blvd.
Weehawken, NJ 07087
(800) 456-8463 ext. 4703
(201) 271-4633 FAX
Contact: Thomas Carberry

We distribute Swatch, Hamilton, Longines, Tissot wrist watches and Hamilton clocks.

Totally Chocolate

1855 Pipeline Rd.
Blaine, WA 98230
(800) 255-5506
(360) 332-1802 FAX
Contact: Matthew Roth

Totally Chocolate pioneered engraved chocolate. Our patented engraving method delivers any logo, illustration or message with absolute precision. All of our products feature the finest European milk or dark chocolate.

Wittnauer International

145 Huguenot St.
New Rochelle, NY 10802
(914) 654-7200
(914) 654-7231 FAX
Contact: Liz O'Brien

Wittnauer, a manufacturer and distributor of fine Swiss timepieces since 1880 makes them available to NESRA members for the first time. Perfect for all gift, award and incentive needs. Featuring Wittnauer (dress), Zodiac (sport) and Adidas (sport) watches sold at full retail. We offer significant discounts to NESRA members.

Zippo Manufacturing Co.

33 Barbour St.
Bradford, PA 16701
(814) 368-2700
(800) 362-3598 FAX
Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, lighters, flashlights, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee. Call for free catalog and also ask about our speculative sample program.

Family Entertainment

AMF Bowling Centers

455 E. Red Bridge Rd.
Kansas City, MO 64131
(816) 941-9139
(816) 941-9144 FAX
E-Mail: BRouseSale@aol.com
Contact: Robert Rouse

National accounts, complimentary organizational parties, discount corporate card for open play (for associates) and local, national and regional programs.

Anheuser-Busch Theme Parks

Park 80 West, Plaza II
Saddle Brook, NJ 07663
(201) 845-4412
(201) 845-5155 FAX
Internet: <http://www.4adventure.com>
Contact: Craig Batten

Anheuser-Busch Theme Parks Club USA card offers NESRA members discounts on admission to and merchandise at our parks. Club USA is available to corporations with 100 or more employees and is a free program. Company picnics, corporate outings, consignment tickets and prepaid ticket sales are also available to your company. Our exciting theme parks include: Sea World in Orlando, FL; San Diego, CA; Aurora, OH; and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia, PA; and our water parks—Adventure Island in Tampa, FL and Water Country USA in Williamsburg, VA. New in 1998—Journey to Atlantis at Sea World of Florida! This will be a heart-pounding, white-knuckle experience plunging eight riders at a time into the middle of a fierce battle between good and evil for the lost city of Atlantis. Those brave enough will encounter spine-tingling thrills, a dangerous swirling vortex, blasting fountains and two of the steepest, wettest, fastest drops in the world.

Brunswick Recreation Centers/ Leiserv, Inc.

1 N. Field Court
Lake Forest, IL 60045-4811
(847) 735-4587
(847) 735-4503 FAX
Internet: www.brunswickbowling.com
Contact: Susan Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis. In addition, Brunswick's new futuristic, glow-in-the-dark Cosmic Bowling is perfect for

company parties, group outings and fund-raising events.

Grand Canyon Railway (The)

Business Office
123 N. San Francisco, Ste. 210
Flagstaff, AZ 86004
(520) 773-1976
(520) 773-0108 FAX
Internet: www.thetrain.com
Contact: Thomas Ripp
Janet Engel

The Grand Canyon Railway offers a vintage train ride to the Grand Canyon. Take a "step back-in-time" with this magical nostalgic train journey to the magnificent South Rim of the Grand Canyon. Depart 1-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment.

Group Sales Unlimited/ Vintage Productions

830 E. Higgins Rd., Ste. 115
Schaumburg, IL 60173
(800) 664-9074
(847) 619-9070
(847) 619-9126 FAX
Contact: Jon Zaley

Group Sales Unlimited offers discounts to nationally touring shows: Ringling Bros. and Barnum & Bailey Circus, Disney Ice Shows, Harlem Globetrotters, Nickelodeon Live, Stars on Ice, Sesame Street Live and major theatrical productions. Call to establish a discount ticket program in your area.

Henry Ford Museum & Greenfield Village

20900 Oakwood Blvd.
P.O. Box 1970
Dearborn, MI 48121-1970
(313) 271-1620 Information
(313) 982-6008 Direct Dial
(313) 982-6247 FAX
Contact: Vickie Lumetta

America's largest indoor/outdoor museum tells the story of the country's evolution from a rural to an industrial society. "The Automobile in American Life," a multimedia study of car culture in the U.S. headlines the museum's exhibits on transportation, communication, household furnishings and entertainment. Visitors to the village can tour the historic homes and workplaces of such famous Americans as Thomas Edison, Henry Ford, George Washington Carver and the Wright Brothers. Enjoy horse-drawn carriage rides in summer and winter sleigh rides.

IMG

300 Stroh River Pl., Ste. 4000
Detroit, MI 48207
(313) 393-7749
(313) 393-9454 FAX
Contact: Michael Broadwell

NESRA members can receive 10 percent off on ticket orders and will have first choice on available hospitality suites at the ITT Automotive Detroit Grand Prix.

Knott's Camp Snoopy

Mall of America
5000 Center Ct.
Bloomington, MN 55425-5500
(612) 883-8531
(612) 883-8683 FAX
Contact: Beth Kreutziger

Knott's Camp Snoopy is a seven-acre indoor theme park set in the heart of Mall of America—the nation's largest shopping and entertainment complex. Our group programs include: Corporate ticket consignment, mix-in events, private parties and picnics.

Livent Inc.

165 Avenue Rd., Ste. 600
Toronto, Ontario, Canada M5R 3S4
(416) 925-7466
(416) 324-5495 FAX
Contact: Kevin Hicks

Livent Inc. is one of North America's leading producers of live theatrical productions such as, The Phantom of the Opera, Show Boat, Joseph and the Amazing Technicolor Dreamcoat, Candide and Ragtime. Call to organize a group of 20 or more employees.

Loews Theatres/Sony Theatres Special Products

607 Boylston St.
Boston, MA 02116
(800) 576-7849
(617) 425-5177
Contact: Maura Hayes-Campbell

Loews Theatres Special Products represent the discount ticket and gift certificate programs of your favorite entertainment destinations—Loews Theatres, Sony Theatres, Sony Imax Theatres, Star Theatres and Magic Johnson Theatres. Our programs can be used by your company as corporate incentives, staff benefits, marketing promotions or for resale at your employee store. With a savings of over 30 percent off the box office price, our discount tickets and gift certificates are out of this world!

**Medieval Times Dinner
& Tournament North America**

7662 Beach Blvd.
Buena Park, CA 90620-1838
(714) 634-0213
(714) 670-2721 FAX
Internet: www.MedievalTimes.com
Contact: Jim Lennartson

Call now to enroll in Medieval Times exclusive year round KnightClub Card program offering a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at California; Chicago; Dallas; Florida; New Jersey; South Carolina and Ontario, Canada castles. Additionally, cardholders enjoy a 10 percent savings on merchandise in our gift shops. KnightClub Cards are available at no cost. Medieval Times also offers group rates for that special company outing. Take advantage of these exciting discounts for your employees and their families to see the show that's become a legend.

New York Yankees

Yankee Stadium
161st & River Ave.
Bronx, NY 10451-2194
(718) 293-4300 ext. 552
(718) 293-293-8431 FAX
Contact: Tony Morante

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

Planet Hollywood

7380 Sand Lake Rd., Ste. 120
Orlando, FL 32819
(407) 206-5161
(407) 352-1792 FAX
Contact: Trish Giordano

Planet Hollywood offers NESRA members an exciting dining experience combining the magic of movie memorabilia, electrifying entertainment and fantastic food in an out-of-this-world atmosphere! Gift with purchase/VIP Seating cards available to employees.

Richard Petty Driving Experience

P.O. Box 10043
Lake Buena Vista, FL 32830
(407) 939-0130 ext.145
(407) 939-0137
Contact: Dale Settles

Drive or ride a Winston Cup Style Stockcar. We offer a variety of programs to suit your needs at our locations in Atlanta, Charlotte, Las Vegas and Walt Disney World Speedways. Ten percent discount for NESRA members. Perfect gift, award or incentive.

**San Diego Zoo
San Diego Wild Animal Park**

10946 Willow Ct., Ste. 300
San Diego, CA 92127-2410
(619) 675-7900
(619) 675-7911 FAX
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program for companies with 100+ employees, picnics and group outings for all sizes of groups.

SHEAR MADNESS

National Sales Office
74 Warrenton St.
Boston, MA 02116-5622
(800) 992-9035
(617) 695-1230 FAX
Internet: www.shearmadness.com
Contact: Janis James

Shear Madness is the hilarious whodunit where the audience takes a stab at catching the killer. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Delighting audiences in Boston, Chicago, San Francisco and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through '98.

Silver Dollar City, Inc.

4800 State Hwy. 165
Branson, MO 65616
(417) 336-7412
(417) 336-7410 FAX
Contact: Jett Parker

1890s entertainment park, pioneer crafts village, living history museum and special events showplace all in one that specializes in fun. Stroll along tree-lined streets, visit with master craftsmen at work and stop in for lively shows. Discover Branson's best!

**Sports Marketing Int'l.
(SMI, Inc.) Moscow State Ballet**

27 E. Housatonic St.
Pittsfield, MA 01201-6407
(800) 320-1733 Reserv.
(413) 499-1733
(413) 499-3820 FAX
E-Mail: smi@nutcracker.com
Internet: <http://www.nutcracker.com>
Contact: Barbara Boucher

Moscow State Ballet's enchanting Nutcracker 1998 Tour Nov.-Dec. Beautiful dancing, lavish sets and costumes, a holiday tradition loved by all generations. Russian souvenirs. The '98 tour includes Washington, DC; Baltimore, MD; Providence, RI; Durham, NC; New Orleans, LA; Purchase, NY; Jackson, MS; Little Rock, AR (other cities to be announced). Tickets: \$18-\$40 (Washington, DC and Purchase, NY \$45). Discounts available for

NESRA members. Please inquire about 40 percent discounts on gold circle seating.

Tom Collins Enterprises

5015 E. Marino Dr.
Scottsdale, AZ 85254
(602) 482-2000
(602) 482-8200 FAX
Contact: Larry Sadoff

We produce and tour the Tour of World Figure Skating Champions throughout the U.S.

United Artists Theatres

9110 E. Nichols Ave., Ste. 200
Englewood, CO 80112-3451
(800) 784-VIPS
(303) 792-8773
(303) 792-8606 FAX
Internet: www.UATC.com
Contact: Joanne Dunn

United Artists Theatres Discount Ticket Program offers an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices. Tickets can be resold to employees, or given as a gift, prize or reward. Gift certificates also available. Valid at any United Artists Theatre nationwide.

Universal Studios Florida

1000 Universal Studios Plaza
Orlando, FL 32819-7605
(407) 224-6056
(407) 363-8290 FAX
Contact: Janet Carrier

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

Universal Studios Hollywood

100 Universal City Plaza, SC79-5
 Universal City, CA 91608
 (714) 634-3663 (Fan Club Hotline)
 Consignment programs contact:
 (818) 622-6844: Susan McCloskey
 E-Mail: szmcclo@mca.comm
 (818) 622-3200: Melanie Karell

Now everything that happens in the movies happens to you! Get ready to live the most spine-tingling adventure in 65 million years. JURASSIC PARK THE RIDE brings the biggest blockbuster ever thundering to life on the most spectacular water ride of all time. Then scream through time on BACK TO THE FUTURE—The Ride from the 21st Century. Catch a tidal wave of action as WATERWORLD—A LIVE SEA WAR SPECTACULAR, brings the hit movie surging to life. And in the spring of 97, TOTALLY NICKELODEON comes screaming to life right before your very eyes. It's a brand new place for kids where all of the action is made by you and played by you! UNIVERSAL STUDIOS HOLLYWOOD, where Hollywood and you come alive.

Walt Disney's Magic Kingdom Club

P.O. Box 4489
 Anaheim, CA 92803-4489
 (714) 781-1550
 (714) 781-1540 FAX
 Contact: Any Representative

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort, Walt Disney World Resort, Disneyland Paris and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or recreation office.

Wet'n Wild Florida, Inc.

6200 International Dr.
 Orlando, FL 32819-8239
 (407) 351-1800
 (407) 363-1147 FAX
 Contact: Jo-Ann Moltz

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

Wisconsin Dells Pleasure Program

560 Wisconsin Dells Pkwy.
 Wisconsin Dells, WI 53965
 (608) 254-2525
 (608) 254-6103 FAX
 E-Mail: bartlett@dellsnet.com
 Contact: Kristi Meister

Your employees can save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or FAX for further details on this free industrial promotion.

Fitness/Sports Equipment/ Sportswear

Antigua Group, Inc. (The)

9319 N. 94th Way
 Scottsdale, AZ 85258
 (602) 860-1444
 (602) 860-0083
 Contact: Mike Neeley

Antigua offers men's and ladies' sportswear along with golf and business accessories. Antigua is known as the "cadillac" in the corporate market with very reasonable pricing.

College House, Inc. (The)

601 Cantiague Rd.
 Westbury, NY 11590
 (800) 888-7606
 (516) 334-7600
 (516) 334-7354 FAX
 E-Mail: CHouse601@aol.com
 Contact: Ned Jones

College House proudly produces a complete line of upscale screenprinted and embroidered sportswear. We offer custom, innovative graphics created by our in-house Art Department. Please call for catalog and details about our NESRA program.

Cotton Expressions, Ltd.

325 N. Bell Ave.
 Chicago, IL 60612
 (312) 850-2545
 (312) 850-2562 FAX
 E-Mail: rj@cottonexpress.com
 Contact: Rich Johnson

Shirts that make you say, "Wow!" Cotton Expressions' imprinted apparel shows off the beauty and humor in science and technology. Printed on fashion-grade garments, we can also customize our stunning designs with your company or site logo.

Fairway Products™

631 Carlisle Dr.
 Herndon, VA 20170
 (800) 439-2718
 (703) 904-9563
 Contact: Rick Supchak

Fairway Products is a Golf Ball and Baseball imprinting company. We offer up to four-color capability. We are committed to quality and service. Fairway Products can reproduce your logo to include even the smallest of details. Please call for information on packaging styles for your company stores. "We'll Keep You On The Ball."

GEAR For Sports®

9700 Commerce Pkwy.
 Lenexa, KS 66219-2402
 (800) 423-5044
 (913) 888-0535
 (913) 888-4273 FAX
 www.corpsales®GEARForSports.com
 Contact: Kirk Kowalewski
 Daryl Donati

Gear For Sports® offers a complete line of high quality sportswear including polos, woven shirts, outerwear, wind-wear, sweaters, sweatshirts, T-shirts and shorts. In addition, GEAR For Sports® now offers a range of high quality bags, caps, Baby GEAR and Ladies GEAR. We can embroider or silkscreen these items with your company name, logo or create a custom design for you.

J & L Group, Inc. (The)/Sope Creek

1700 Cumberland Point Dr., Ste. #5
 Marietta, GA 30067
 (770) 951-9077
 (770) 951-9088 FAX
 Contact: Lewis Shubin

A coordinated line of embroidered sportswear including polo shirts, sweaters, vests and fleece. Merchandise is currently purchased by major corporations, hotels, resorts and golf clubs throughout the U.S. Current accounts include the Ritz-Carlton Hotel Company, Pebble Beach and Coors Brewing Company.

Landmark Products Corporation

314 N. 11th St.
 Blue Springs, MO 64015
 (816) 229-7774
 Contact: Russell Mende

Family Pride® Products: T-shirts, sweatshirts, ad-specialties, trademarked and copyrighted custom designs expressing the unique relationship between work and family. Landmark Products captures the essence of people as employees and family members reflecting their pride.

NordicTrack

103 Peavey Rd., M601
Chaska, MN 55318
(800) 245-6108
(612) 368-5771 FAX
E-Mail: ken_paxton@nordictrack.com
Contact: Ken Paxton

NordicTrack, the world's leader in home fitness equipment, is providing NESRA members the opportunity to purchase our complete line of fitness equipment at a preferred NESRA savings. This savings is made available through BeneFitness, NordicTrack's Corporate Fitness Program.

On A Shoestring, Inc.

13534 Method St.
Dallas, TX 75243
(972) 889-9886
(972) 889-8801 FAX
Contact: David White

On A Shoestring, Inc. provides NESRA members with a turnkey installation and management of a brand-name athletic and safety shoe department located in either the company store or fitness center. NESRA members can receive up to a 25 percent override on gross sales. Employees can receive up to a 20 percent discount on merchandise.

Rawlings Sporting Goods

1859 Intertech Dr.
Fenton, MO 63026
(314) 349-3519
(314) 349-3580 FAX
Contact: Jim Tietjens
Dede Dierkes

Rawlings Sporting Goods offers a full line of sports equipment including baseball, softball, basketball, football and hockey. All Rawlings' products can be customized with a corporate or event logo. Rawlings' licenses include Official Basketball of the NCAA, Official Football of the NCAA and Official Baseball of the Major Leagues including All Star, League Championships and World Series Games.

Hotels/Resorts

Multi-locations

AmeriSuites

1775 The Exchange, Ste. 260
Atlanta, GA 30339
(800) 833-1516
(770) 955-9007
(770) 955-3806 FAX
Contact: LuAnn Schratter

AmeriSuites: America's affordable all-suite hotels feature spacious suites with separate sleeping and living areas. Each suite includes refrigerator, microwave, wet bar and coffeemaker. Complimentary deluxe continental breakfast buffet is offered. Locations are Atlanta and Augusta, GA; Miami, Jacksonville and Tampa, FL; Little Rock, AR; Kansas City, MO; Flagstaff, AZ; Memphis and Nashville, TN; Richmond, VA; Greensboro, NC; Louisville, KY; Indianapolis, IN; Columbus, Cleveland and Cincinnati, OH; Detroit, MI; Chicago, IL; Columbia, SC; Dallas, TX and Baltimore, MD.

Best Western International

6201 N. 24th Pkwy.
Phoenix, AZ 85016
(800) 528-1234
(602) 957-4200
(602) 957-5942 FAX
Internet: www.bestwestern.com
Contact: Sharon Reiling

Best Western International, Inc., is the world's largest lodging brand, with more than 3,700 independently owned and operated hotels. Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call our 800 toll-free reservations number and ask for your NESRA plan code OM. Across the street from ordinary.SM

Choice Hotels, Int'l.

10750 Columbia Pk.
Silver Spring, MD 20901-4427
(800) 4-CHOICE
(301) 979-5185
(301) 979-6192 FAX
Contact: Kim Hayes

Choice Hotels Int'l. (CHI) has more than 3,000 locations worldwide. NESRA members receive a 10 percent discount at participating Sleep, Comfort, Quality, Clarion, Econo Lodge and Rodeway Inns, Hotels and Suites (advance reservations required). A free continental breakfast is available at most locations and kids (18 and under) stay free.

Dimension Development Hotel Co.

5905 Kirkman Rd.
Orlando, FL 32819
(407) 351-3333
(407) 351-3527 FAX
Contact: Denise Buxton

Dimension Development Hotel Company owns and operates Holiday Inns, Homewood Suites and Hampton Inns throughout various cities in the U.S. We offer special rates to NESRA members.

Forever Resorts

P.O. Box 52038
Phoenix, AZ 85072
(602) 998-7199
(602) 998-8965 FAX
Internet: <http://www.foreverresorts.com>
Contact: Raigan Irwin

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in CA, GA, KY, MO, NV and TX, as well as Holiday Inn—Estes Park, CO, Signal Mountain Lodge in the Grand Tetons and Mormon Lake Lodge 17 miles south of Flagstaff, AZ. Discounts available for NESRA members.

Get-Away Today, Inc.

1491 E. Ridgeline Dr., Ste. 300
Ogden, UT 84405
(800) 523-6116
(801) 479-1313
(801) 476-1309 FAX
Contact: Tina Billmire

Get-Away Today is a wholesale travel company offering discount vacation packages to companies and their employees. Get-Away Today specializes in Orlando-Walt Disney World; Anaheim-Disneyland; and San Diego-Sea World. Save up to 40 percent when choosing Get-Away Today. Call our 800 number or FAX us for details.

HFS, Incorporated

3838 E. Van Buren St.
Phoenix, AZ 85008
(602) 389-3986
(602) 220-5845
E-Mail: Chris.Blunier@HFSInc.com
Contact: Chris Blunier

HFS, Incorporated is the parent company of Days Inn, Howard Johnson, Ramada and Travelodge hotel companies. We offer substantial discounts to all NESRA member companies at over 5,000 hotels in North America.

Hotel Reservation Network

8140 Walnut Hill Ln., Ste. 203
 Dallas, TX 75231
 (800) 964-6835
 (214) 361-7311
 (214) 361-7299 FAX
 Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

La Quinta Inns

7770 Regents Rd., #113-348
 San Diego, CA 92122
 (800) 531-5900 reserv.
 (619) 622-1838 phone/FAX
 Internet: <http://www.travelweb.com/laquinta.htm>
 Contact: Penny Burich

La Quinta Inns offers a 10 percent discount at 250 Inns nationwide to NESRA members. Most of the nationwide rates range from \$39-69. Rates vary depending on location, day of the week and availability. Rates are good for 1-2 people, children under 18 are free in your room. Call the 800 number above and ask for the NESRA rate.

Motel 6

14651 Dallas Pkwy., Ste. 500
 Dallas, TX 75240
 (800) 4-MOTEL (466-8356)
 (214) 702-6926
 (214) 702-5947 FAX
 Contact: Ronda Wolpert

With more than 780 motels nationwide, Motel 6 offers the lowest prices of any national chain and always clean, comfortable rooms. You'll enjoy free local phone calls, no access charge for long distance, free HBO/ESPN and most offer a swimming pool. For toll-free reservations, call our 800 number.

Trigild Corporation

12555 High Bluff Dr., Ste. 330
 San Diego, CA 92130
 (619) 481-6767
 (619) 481-1585 FAX
 Contact: David Patterson

Hotel Management Company whose hotels vary in size and facility. Locations throughout CA. Also located in MT and PA. Receive 10 percent off current rack rate at each participating location.

Windmill Inns of America

2525 Ashland St.
 Ashland, OR 97520
 (800) 547-4747 Reserv.
 (541) 482-4481 Marketing-Sue Price
 (520) 577-0007 K. Stupp
 (541) 482-6841 FAX
 E-Mail: info@windmillinns.com
 Internet: <http://www.windmillinns.com>
 Contact: Kathy Stupp

Windmill Inns of America, a small hotel chain currently in Roseburg, Medford and Ashland, OR; Sun City West, Tucson and Chandler, AZ; and San Francisco Bay Area, CA; with growth plans throughout the West. From deluxe guest rooms to two-room suite properties, guests can find superior quality at an exceptional value. NESRA discount is 15 percent. Ask for NESRA rates!

Arkansas**Clarion Resort On The Lake**

4813 Central Ave.
 Hot Springs, AR 71913
 (501) 525-1391
 (501) 525-0283 FAX
 Contact: Jennifer Smith

Come see our \$3.5 million renovation we completed in the spring of 1997. The lakeside resort offers a view of the Ouachita Mountains on beautiful Lake Hamilton. The Clarion is known for creating the trend to "relax and regroup." Our goal: Creating traditions in relaxation!

California**Anaheim Ramada Inn**

1331 E. Katella Ave.
 Anaheim, CA 92805
 (800) 228-0586
 (714) 978-8088 x439
 (714) 937-5622 FAX
 E-Mail: Ramada@aol.com
 Contact: Loreta Shaddock

The Anaheim Ramada Inn (receiver of the Ramada Gold Key award for the third time) stands for exceptional service and cleanliness. This beautifully landscaped property with palm trees and a 10-foot rock waterfall is located less than one mile from Disneyland with free shuttle service. Amenities include tea/coffee makers in all rooms, remote control TV with on-screen movie menus, in-room safes, large heated pool, whirlpools, men's and women's sauna rooms, state-of-the-art fitness facility, full-service restaurant (with room service) and sports bar. NESRA rate: (1-4 persons per room): \$49 plus tax valid 1/1/98-3/15/98 and 9/16/98-12/31/98, \$59 plus tax, (1-4 persons per room) valid 3/16/98-9/15/98.

Best Western Seven Seas Lodge

411 Hotel Circle S.
 San Diego, CA 92108
 (800) 328-1618
 (619) 291-1300
 (619) 291-6933 FAX
 Internet: <http://www.bwsevenseas.com/05281.html>
 Contact: Lois Triviz

Best Western Seven Seas Lodge features 307 guest rooms, two mini-suites, one full suite and a limited amount of kitchenettes, in-room coffee, heated pool, two hot therapy pools and valet and laundry facilities, cafe with indoor and outdoor dining, free parking, with complimentary shuttle service to airport, Amtrack and local attractions. Meeting and banquet facilities available.

Continental Plaza at Los Angeles Airport

9750 Airport Blvd.
 Los Angeles, CA 90045
 (310) 645-4600
 (310) 645-7489 FAX
 Contact: Cherie Davis

Continental Plaza is a beautiful 570-room property located just minutes from Los Angeles International Airport. The hotel offers concierge service, boutique shopping, complimentary 24-hour airport shuttle, outdoor pool and restaurant. Excellent conference, meeting facilities and business services. Karaoke and daily complimentary hors d'oeuvres during happy hours in the Atrium Lounge. Special corporate and employee club rates available. Park and Fly program. Adjacent to beaches and local attractions.

Embassy Suites Hotel/Disneyland-Buena Park

7762 Beach Blvd.
 Buena Park, CA 90620
 (800) EMBASSY
 (714) 739-5600
 (714) 521-9650 FAX
 Contact: Calum Maclean

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$99 based on availability.

**KONA KAI Continental Plaza
Resort & Marina**

1551 Shelter Island Dr.
San Diego, CA 92106
(619) 221-8000
(619) 221-5953 FAX
Contact: Laurel Bates

This peaceful island hideaway was completely rebuilt into a distinctive full-service resort. It is surrounded by the crystal blue waters of San Diego Bay. Soft earthen tones merge with lush foliage and handcrafted furnishings inviting you to ease into our romantic untroubled world.

Pacifica Hotel Company

1033 Anacapa St.
Santa Barbara, CA 93101
(805) 899-2400
(805) 899-2424 FAX
Contact: Nadine Turner

Hotel Values! Charming hotels in California—many on the beach. Ideal "getaway" locations. NESRA members receive 10 percent off and many seasonal specials with further reduced rates. In Redondo Beach, Palm Springs, Marina Del Rey, Ojai, Santa Barbara, Pismo Beach, Cambria, Hermosa Beach, Venice, La Jolla, CA; Phoenix, AZ; and more.

Ramada Inn South Bay

850 E. Dominguez St.
Carson, CA 90746
(310) 538-5500
(310) 715-2957
E-Mail: WSCNEPP@earthlink.net
Contact: Manny Irizarry

Only minutes from LAX International Airport, centrally located between Disneyland and Universal Studios, the hotel offers 165 spacious guest rooms, restaurant, lounge, banquet and meeting facilities as well as swimming pool, fitness room, guest laundry and lots of free parking, golf course, shopping mall, Queen Mary and Hollywood are nearby.

**Stovall's Best Westerns
Surrounding Disneyland**

1544 S. Harbor Blvd.
Anaheim, CA 92802
(800) 854-8175
(714) 776-4800
(714) 758-1396 FAX
Contact: Robert Dgezits

Stovall's Best Westerns of Anaheim offers four newly remodeled hotels surrounding Disneyland Park in Anaheim, CA and is centrally located to most southern California attractions. NESRA members receive special rates.

**New Nautical Inn Resort
& Conference Center (The)**

1000 McCulloch Blvd.
Lake Havasu City, AZ 86403
(800) 892-2141
(520) 855-2141
(520) 855-8460
Contact: Beverley Kelley

The New Nautical Inn Resort & Conference Center in Lake Havasu, AZ has 120 beachfront rooms, all with a spectacular lake view. It offers three restaurants, watersports center, golf, tennis, fishing, great for families. Mid-week \$59 per room, per night rate, free breakfast for children under 12 years. Twenty percent off of 18 holes of golf and 15 percent off watersport rentals (waverunners). Ask for NESRA rate.

Florida

**Adam's Mark Caribbean Gulf
Resort**

430 S. Gulfview Blvd.
Clearwater, FL 34630
(813) 298-5003
(813) 442-8389 FAX
Contact: Dolly Look

Here at the Adam's Mark Caribbean Gulf Resort you will find luxurious waterfront accommodations overlooking the white sands and warm aqua-blue waters of the Gulf of Mexico. The Adam's Mark features a large heated pool and whirlpool, superb dining, a high-energy dance club and Florida's most beautiful sunsets from our waterfront Tiki Bar. Championship golf, tennis, boat rental and fishing excursions are nearby. To make your stay as carefree as possible, we offer laundry service, car rental, money exchange, complete tour planning assistance and much more.

Buena Vista Suites

14450 International Dr.
P.O. Box 22826
Lake Buena Vista, FL 32830
(800) 537-7737 Reserv.
(407) 239-8588
(407) 239-1401 FAX
Internet: www.bvsuites.com
Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort, Buena Vista Suites is in the center of all there is to see and do in Orlando, and convenient to all major attractions. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed—accommodates up to six people (max. four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs and a video

player. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center and the Disney/MGM Studios. NESRA Suite Travel Club Special—\$105 plus 11 percent tax per suite, per night. Rate subject to availability and advance reservations required. Must request NESRA rate when booking and show company I.D. at check-in. Rate valid through 12/20/98.

Colonial Plaza Inn

2801 E. Colonial Dr.
Orlando, FL 32803-5068
(407) 894-2741
(407) 896-9858 FAX
Internet: <http://www.harleyhotels.com>
Contact: Debra Vineyard

Convenient to all attractions, the Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters. It is AAA-approved with a friendly staff, free HBO and use of safety deposit boxes. Refrigerator in rooms, two heated pools, whirlpool, and cafe on property.

Enjoy Florida Hotels

7514 W. Irlo Bronson Hwy.
Kissimmee, FL 34747-1724
(800) 365-6935 Reserv.
(800) 290-2885 Group Reserv.
(407) 390-9124
(407) 390-1182 FAX
E-Mail: kissoffsales@mindspring.com
Contact: Bob Renka

Enjoy Florida Hotels offers six properties in the Orlando/Kissimmee area with a variety of rates and amenities. All hotels have free Disney shuttle and are conveniently located to major attractions. The Holiday Inn Express on International Drive offers complimentary breakfast bar. Econo Lodge Maingate East, Econo Lodge Maingate Hawaiian, Ramada Inn Westgate, Ramada Inn Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

Florida Vacation Station

2345 Sand Lake Rd., Ste. 100
Orlando, FL 32809
(407) 363-7475
(407) 354-2109 FAX
Contact: Keith Gibbons

Florida Vacation Station—Orlando's premier collection of themed resorts. You'll find a world of ways to relax and have fun—vacation after vacation and only minutes away from a myriad of attractions including Walt Disney World, Universal Studios and Sea World.

Holiday Inns Florida Collection

6515 International Dr.
Orlando, FL 32819
(800)-2-BOOK-US (Reserv.)
(407) 248-2164
(407) 351-2963 FAX
Contact: Jean Clayborn

Six deluxe Holiday Inns in Florida's most requested locations offer special NESRA rates. Orlando International Airport; Orlando International Drive Resort; Orlando NIKKI Bird Resort, Disney World area; Winter Park; Cocoa Beach Oceanfront Resort and Tampa Busch Gardens.

Oceans Eleven Resorts, Inc.

2025 S. Atlantic Ave.
Daytona Beach Shores, FL
32118-5007
(800) 874-7420
(904) 257-1950
(904) 253-9935 FAX
E-Mail: oceans11@n-jcenter.com
Contact: Katie Green Warley

Oceans Eleven Resorts, Inc.'s five AAA-rated oceanfront hotels in Daytona Beach, FL; Acapulco Inn; Beachcomer Oceanfront Inn; Casa del Mar Beach Resort; Bahama House and Treasure Island Inn offer discounts up to 50 percent to NESRA members. All five hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. \$1,000 free coupons for area attractions, restaurants and services. Personalized discount flyers are available upon request.

Radisson Inn Fort Myers

12635 S. Cleveland Ave.
Fort Myers, FL 33907
(941) 936-4300
(941) 936-2058
Contact: Judy Joyce

Centrally located in area's business district, minutes from Int'l. airport, beaches and attractions. Guest rooms include Executive Tower, bi-level suites and tropical courtyard rooms. Meeting and banquet space up to 350 people. Complimentary airport shuttle, restaurant, lounge, tiki bar, gift shop, tennis and volleyball.

Radisson Plaza Hotel Orlando

60 S. Ivanhoe Blvd.
Orlando, FL 32804-6493
(407) 425-4455
(407) 843-0262 FAX
Contact: Traci Parker

The newly renovated Radisson Plaza Hotel Orlando is a 340-room, full-service, deluxe hotel. Offering an outdoor pool, tennis courts and health club, the Radisson Plaza is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

Radisson Resort Parkway

2900 Parkway Blvd.
Kissimmee, FL 34747
(800) 634-4774
(407) 396-6792 FAX
Contact: Shawna Powell

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. Parkway has two pools; one with waterfall/waterslide. Other features: Restaurant, lounge, deli, fitness center, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut Pizza and tropical gardens.

Sheraton Harbor Place Hotel

2500 Edwards Dr.
Fort Myers, FL 33901
(941) 337-0300
(941) 334-6835 FAX
E-Mail: sheraton@ULSUSA.com
Contact: Michael Karasek

Luxury conference and convention hotel offering approximately 20,000 sq. ft. of meeting space with 30,000 additional meeting space at the Harborside Convention Center two blocks away. Golf courses nearby and Sanibel and Captiva beaches just a 40-minute drive.

Summerfield Suites Hotel Orlando

8751 Suiteside Dr.
Orlando, FL 32836
(800) 830-4964
(407) 238-0777
(407) 238-0778 FAX
Internet: www.summerfield-orlando.com
Contact: Terri Caracuzzo

Beautiful one- and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, separate telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary continental breakfast daily. Centrally located to all attractions. This property offers 150 suites and complimentary scheduled transportation into Walt Disney World. NESRA discount of 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

The Inn At Maingate

3011 Maingate Ln.
Kissimmee, FL 34747
(407) 396-1400
(407) 396-1171
Contact: Mimi Vielhauer

Soon to be DoubleTree Resort & Conference Center, located one mile from Disney, its features include complimentary shuttles to Magic Kingdom, EPCOT and MGM Studios, food court, two pools, whirlpool, tennis, exercise room and nearby golf course. Fifteen million dollar renovation to be completed first quarter 1998.

Wyndham Safari Resort

12205 Apopka-Vineland Rd.
Orlando, FL 32836
(800) 423-3297
(407) 239-0444
(407) 239-1778 FAX
Contact: Pat Offenburger

This unique African themed luxury resort located in Lake Buena Vista is just 1/8 mile from the Walt Disney World resort area. Amenities include coffeemakers, iron and full size ironing board, hair dryers, electronic safes, color T.V. with pay-per-view movies in the beautiful new rooms and suites. The resort offers a lushly landscaped courtyard with an over-sized heated swimming pool featuring a giant Python water slide, kiddie pool and whirlpool. The game room, playground, fitness center and laundry facilities are popular with our guests. The Oasis Restaurant, Zanzibar Lounge and the Outpost Snacks and Provisions provide satisfaction for all appetites. Complimentary transportation is provided to the Magic Kingdom, EPCOT and MGM Studios.

Louisiana**Maison Dupuy Hotel**

1001 Rue Toulouse
New Orleans, LA 70112
(504) 586-8000
(504) 525-3554
Contact: Jennifer Barnes

Located in the heart of the French Quarter of New Orleans, your employees will enjoy our lush garden courtyard, outdoor pool, spacious accommodations, signature restaurant and impeccable service. Allow the Maison Dupuy Hotel to host your next employee incentive program.

Nevada**Blair House Suites**

344 E. Desert Inn Rd.
Las Vegas, NV 89109
(800) 553-9111
(702) 792-2222
(702) 792-9042 FAX
Contact: CeCe Knapp

The Blair House Suites is an all-suite property two blocks from the strip and two blocks from the Convention Center. NESRA member rates \$45 weekday and \$65 weekends.

Riverside Resort Hotel & Casino

P.O. Box 500
Laughlin, NV 89029
(800) 227-3849
(888) 733-5824
(702) 298-2535
(702) 298-2612 FAX
Contact: Patricia Stinson

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites and features gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, six first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race and Sport book, convention facilities, a classic car collection with free admission, dance studio, tea dances, 900 RV spaces and a 119-passenger tour boat.

Flamingo Hilton Laughlin

1900 S. Casino Dr.
Laughlin, NV 89029
(800) 292-3711
(702) 298-5111
(702) 298-5129 FAX
Contact: Diane Mogg

The Flamingo Hilton Laughlin Hotel/Casino Resort features 2,000 guest rooms, 20,000 sq. ft. casino, swimming pool, tennis courts, arcade, full-service restaurants, live regular and seasonal entertainment, river tour boat and 7,000 sq. ft. of banquet and meeting space.

Reservations Plus

2275-A Renaissance Dr.
Las Vegas, NV 89119
(800) 805-9528
(702) 795-3999
(702) 795-8767 FAX
Contact: Kathy Clark

Reservations Plus offers a 10 percent NESRA discount on all advertised Las Vegas and Laughlin Hotel Packages and room-only accommodations. Additional services include car rentals, sightseeing tours, show tickets, golf arrangements, honeymoon and wedding packages. Call our 800 number to make reservations.

Ohio

Holiday Inn Express— Kings Island

5589 Kings Mills Rd., P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100 hotel
(513) 398-8075 reserv.
(513) 398-0970 sales
(513) 398-9537 FAX sales
Contact: Tracey Paugh

Holiday Inn Express Kings Island located across from Paramount's Kings Island

Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to double plus rooms or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers at (800) 297-2336. Not valid holidays or special events.

Pennsylvania

Caesars Pocono Resorts

P.O. Box 40
Lakeville, PA 18438
(800) 327-3992
(717) 226-4506
(717) 226-4697 FAX
Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

Tennessee

Grand Resort Hotel & Convention Center

P.O. Box 10
Pigeon Forge, TN 37868
(800) 472-1188
(423) 453-1766
(423) 428-1500 FAX
Contact: Ben Humphries

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, gift shop, indoor/outdoor pool and 75,000 sq. ft. of convention space.

Smoky Mountain Resorts

P.O. Box 648
Pigeon Forge, TN 37868-0648
(800) 523-3919
(423) 453-2564 FAX
E-Mail: SMR@ICX.net
Internet: <http://www.tn-traveler.com/smr>
Contact: Ben Humphries

Smoky Mountain Resorts—where one call does it all for your Smoky Mountain Vacation. Six hotels with locations on the river, walking distance to mall and attractions and on the city's main thoroughfare. Smoky Mountain Friends Club offers 10 percent rooms discount and area attraction discounts year round.

Merchandise/ Discount Cards

Around The World Book Fair

209 Fitzwater St.
Philadelphia, PA 19147
(800) 775-1975
(215) 627-6143
(215) 627-6145 FAX
Contact: Susan Abrams

Around The World Book Fair offers your employees books and gifts up to 70 percent off retail. Employees visit the fair without disruption of their schedules and have the luxury of buying quality books and gifts at extraordinary discounts. We do all the work and you get a sizable donation for your employee group or favorite charity. All we need is a small area to set up. We organize, staff and run the event from start to finish. We also provide toys, books and gifts for corporate children's Christmas parties and hundreds of products for your company store.

Art Express

174 Bumfagon Rd.
Loudon, NH 03301
(603) 783-9080
(603) 783-8331 FAX
E-Mail: TimFord@aol.com
Contact: Cindy Ford

Art Express specializes in the sale of quality, framed prints to the corporate, government and hospital markets. Our selection appeals to many tastes, ranging from impressionist to African-American art. Prices are 30-40 percent below retail. On-site sales available.

Auto Buying Plan

9101 E. Kenyon Ave., Ste. 2000
Denver, CO 80237
(800) 489-8739
(303) 770-8739
(303) 741-3162 FAX
Contact: Robert Malcolm

Since 1984 the Auto Buying Plan has provided local NESRA chapter members with the best in discounted factory pricing on new and used vehicle purchases. This unique nationwide service makes buying a car affordable, efficient and hassle free.

Bensussen Deutsch & Associates

18650 NE 67th Ct.
Redmond, WA 98052
(206) 869-6111
(206) 869-7222 FAX
E-Mail: Eric@BDAinc.wa.com
Contact: Eric Bensussen

Bensussen Deutsch & Associates operates employee programs with quality promotional merchandise and superior customer service at competitive prices. Each program is developed especially for your organization and can include complete company store services. We serve Boeing, Intel, Microsoft and others—and would like to talk with you!

Century Products Co.

9600 Valley View Rd.
Macedonia, OH 44056-2096
(330) 468-4379
(330) 650-2875 FAX
Contact: Carol Helminski

Century Products Co. is the largest manufacturer of car seats in the U.S. and has been a leading manufacturer of juvenile products for over 30 years. Dedicated to quality with a commitment to research and development, Century Products has been an industry leader in the introduction of innovative, safety conscious products for baby. Century Products manufactures the following juvenile products: car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, playards and bassinets.

Cherry Hill Furniture & Interiors

P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
(910) 882-0900 FAX
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

Consumer Direct

175 Lakeside Blvd., Ste. 15-435
Landing, NJ 07850
(201) 770-3314
(201) 770-8326 FAX
Contact: Jeff Nylander

Consumer Direct works with NESRA members to develop employee benefit and incentive programs that allow employees to purchase quality merchandise at a significant savings (up to 60 percent off retail prices). Consumer Direct also supports and supplies company stores.

Crosby Enterprises

P.O. Box 5269
Brookfield, CT 06804
(203) 740-2822
(203) 775-3749 FAX
E-Mail: CROSBYENTP@aol.com
Contact: Nicholas Castellano

Crosby Enterprises is dedicated to re-establishing American family values by providing NESRA members with educational products of the highest quality and excellent value at special discounted prices through employee benefit programs. Our expertise ranges from preschool phonics programs, math programs, study skill programs, vocabulary programs, language arts, reading for enjoyment to general reference sets (print and electronic media on CD-ROM and computer software). We provide a wealth of information combined with cutting edge learning tools to help prepare your employees' families for the 21st Century. Call for more information.

D & B Wholesale Cosmetics Inc.

345 Kaplan Dr.
Fairfield, NJ 07004
(800) 626-4141
(973) 575-1550
(973) 575-4969 FAX
Contact: Donald Gottheimer
Paul Gorrin

Designer ladies', and men's fragrances and cosmetics such as C. Dior, Giorgio, Opium, Polo, E. Arden, Shalimar, Lancome, Liz Clairborne, Cool Water, etc.

D.M. Merchandising

4210 N. Transworld Rd.
Schiller Park, IL 60176
(847) 671-5850
(847) 671-0850 FAX
Contact: Mike Chiefari

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(312) 347-7225 FAX
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Entertainment Publications, Inc.

2125 Butterfield Rd.
Troy, MI 48064-3423
(248) 637-8400
Contact: Anne Howell

The Entertainment Book is North America's most popular publication for savings on dining, attractions, sports, travel and more! Available in over 170 markets worldwide, each edition contains hundreds of 50 percent off and two-for-one offers. Entertainment provides its products to employee and nonprofit groups on consignment with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products.

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(800) 444-3629 ext. 401
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(860) 767-4530 FAX
E-Mail: flowers@flowersusa.com
Contact: Todd Baldassaro

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(212) 947-3559 FAX
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Gamla Enterprises distributes Sigma binoculars, Nikon, Olympus, Canon, Minolta, Pentax, Vivitar, Konica, Kodak, Yashica, Ricoh and Samsung cameras as well as Sigma, Tokina, Vivitar and Tamron lenses and many other photo related items.

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Contact: Josephine Jaspers
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(805) 251-9753 FAX
Contact: Mary Elizabeth Glosup

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(630) 574-3567 FAX
Internet: www.gteairfone.com
Contact: Colleen McGarry

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(513) 583-9700
(513) 583-4190 FAX
Contact: William Donnelly

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(201) 592-8866 FAX
Contact: Thomas Feely

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6215 W. Van Buren St.
Phoenix, AZ 85043-3522
(800) 945-6467
(602) 272-7200
(602) 272-7770 FAX
E-Mail: jrspecialty@attmail.com
Internet: www.jrspecialties.com
Contact: J. R. Roren

Professionals in promotional products, J. R. Specialties assists employee stores and associations to expand their market share and increase sales by implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a

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(215) 654-8200
(215) 654-7575 FAX
E-Mail: ASTERNO806@aol.com
Internet: www.Jordanwww.com
Contact: Adam Stern

"We're in the Business"—Jordan Worldwide is a full-line distributor to employee stores. They are sole distributors of Armitron (Looney Tunes) and Beverly Hills Polo watches, as well as other name brands, first quality lines. Jordan Worldwide specializes in supplying quality name brand and logo merchandise at below wholesale prices.

LaMarque Watch Co., Inc.

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(516) 599-8818 FAX
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(201) 438-7566 FAX
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Contact: Martin Mallit

National Distributors is a wholesale distributor of merchandise perfect for any company store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter (OTC) medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances and much more. Call for our wholesale catalog.

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(860) 649-3666
(860) 646-3692 FAX
Contact: Gary Tampone

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(215) 654-7575 FAX
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(954) 344-0153
E-Mail: DHansen346@aol.com
Contact: Shannyn Richards

We produce discount incentives for employees of all major companies all over the U.S. giving a feeling of a friend throughout their community.

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(813) 372-7004 FAX
Contact: Bob Hartwick

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(954) 345-8997 FAX
E-Mail: RJSpencerassoc@aksi.net
Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

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255 Easy St. #E
Simi Valley, CA 93065
(805) 523-1023
(805) 582-9513 FAX
E-mail: GSchw54082@aol.com
Contact: Greg Schwabe

Schwabe Books is offering NESRA members a generous commission structure and the largest and best book fairs for their employees featuring more variety and higher quality of books than similar events.

Selling Edge Inc.

214 W. 29th St.
New York, NY 10001
(212) 279-7200
(212) 279-6550 FAX
Contact: Tom Kearns

Selling Edge provides promotional merchandise for NESRA picnics, take your daughter to work day, Christmas parties, blood drives, special events, meetings, company stores and much more. Imprinted and nonprinted items. Name brand and designer name merchandise available.

Sony Electronics

1 Sony Drive
Park Ridge, NJ 07656-8003
(201) 930-7987
(201) 930-7665 FAX
E-Mail: bob_holodak@mail.sel.sony.com
Contact: Bob Holodak

Sony's Diversified Markets Group offers product purchasing programs for business. Our Employee Affinity programs for Digital Satellite Systems and Web TV has special discounts for employee groups. Your employees could qualify for a FREE Sony DSS system with purchase of programming.

Swingster Marketing

10450 Holmes Rd.
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(816) 943-4224
(816) 943-5126 FAX
E-Mail: Marketing@swingster.com
Contact: Carole Lewis

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(905) 470-8538 FAX
E-Mail: ellen@tablecharm.com
Contact: Ellen Star

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(404) 261-3583
(404) 261-8005 FAX
E-Mail: TARCOENT@worldnet.att.net
Contact: Lorin Tarr

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(203) 383-7202 FAX
Contact: Jeff Sable

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E-Mail: service@uphill.com
Contact: Delmar Norton

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(207) 883-7325
(207) 883-7309 FAX
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(919) 382-2427 FAX
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(716) 631-0629 FAX
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Contact: Mike Angelillo

Point-of-sale (POS) systems for employee store management. RetailTrak will help you to reduce cashier errors, control item pricing, record sales, track inventory and keep records of frequent shoppers. Additionally, RetailTrak can be fed into your company's accounting system.

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(352) 377-8262
(352) 375-3961 FAX
Contact: Dick Lattimer

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(760) 727-1583 FAX
E-Mail: cin@certifiedfolder.com
Internet: <http://www.certifiedfolder.com>
Contact: Anne Fearn

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(916) 447-6875 FAX
Contact: Jeffrey Lorenz

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Bedford Park, IL 60499-0248
(800) 323-2718 ext. 208
(708) 496-8058 FAX
E-Mail: EPS@MYPRINTER.COM
Contact: Patricia Claassen

Employee Printing Services offers wedding and social stationery and accessories and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent at no cost to NESRA companies for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

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(516) 467-0364 FAX
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(800) 733-1041
(573) 874-4964 FAX
Contact: Linda Ordway

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General Security Services Corp.

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Bloomington, MN 55425
(612) 858-5090 ext. 5094
(612) 858-5050
Contact: Monica Gordon

General Security Services Corp. is a resource for security people, products and services to the commercial, residential and governmental market. It is a full-service provider offering security officers, closed circuit TV, alarms, fingerprinting, ID badging, personal safety products and monitoring. A tradition of safety and security excellence since 1946.

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(602) 870-4408 FAX
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(414) 228-4935
E-Mail: Leisquest@aol.com
Contact: John Ricks

Leisure Quest, Inc. is a full-service marketing research-based consulting and training firm. Our unique quality of life seminars and keynote presentations enhance personal satisfaction, fulfillment and achievement in both work and leisure through The Power of Play™.

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(410) 347-8693 FAX
E-mail: mkdell@aegonusa.com
Contact: Donald E. Loren

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San Luis Obispo, CA 93401
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(805) 543-3064 FAX
Contact: Gene Garritano

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Marketing Innovators International, Inc.

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Rosemont, IL 60018
(847) 692-0674
(847) 696-3194 FAX
Contact: Donna DePaul-Kelly

Marketing Innovators® is a full-service incentive company providing effective performance planning and fulfillment of incentive, certificate and travel programs. We provide program and rule development, campaign communications, award fulfillment and management support services.

National Rifle Assoc. of America

11250 Waples Mill Rd.
 Fairfax, VA 22030
 (703) 267-1480
 (703) 267-3941 FAX
 Internet: <http://www.nra.org>
 Contact: Sarah Hussey

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

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119 S. Main St.
 Fairfield, IA 52556
 (800) 689-1771
 (515) 469-6257 FAX
 Contact: Sheila Atchley

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 (770) 395-1711
 (770) 395-1585 FAX
 Contact: Robert Kurdziel

RMG counsels NESRA in providing insurance and financial services to its member companies. *Employee Preferred*, a complete program of employee benefits, is an RMG offering available exclusively to employees of NESRA member companies. Developed with the buying power of NESRA's 10 million member employees in mind, *Employee Preferred* offers product and price that are unmatched. All benefits are voluntary and portable—important in today's business environment. Employees can choose payroll deduction or pay direct and your employee group earns a dividend based upon participating employees that helps support employee activities.

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 Kansas City, MO 64112
 (816) 559-3594
 (816) 559-3690 FAX
 E-Mail:
rjulie01@sprintspectrum.com
 Contact: Rick Julien
 Internet: www.sprintPCS.com

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 (305) 892-3342 FAX
 Contact: Brian Kravitz

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 West Orange, NJ 07052
 (973) 325-9111
 (973) 325-1119 FAX
 Contact: Stan Levy

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 Burleson, TX 76028
 (817) 784-8066
 (817) 472-8490 FAX
 Contact: Kimberly Harlan

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 Miami, FL 33126
 (800) 422-9626
 (305) 266-6760
 (305) 267-2925
 Contact: Bob Weir

Cayman Airways, the national flag carrier of the Cayman Islands flies from Houston, Atlanta, Tampa, Orlando and Miami to the Cayman Islands. Cayman Airways Holidays can sell you a full air and land package. Call us at our 800 number.

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 (401) 728-3805
 (401) 727-4745 FAX
 Contact: Michael Daly

Established in 1918, Collette Tours is a family-owned business offering quality escorted tours to exciting destinations around the world. Each Collette tour includes accommodations, many meals, sightseeing, entertainment, most gratuities and taxes and the services of Collette's professional tour guides. Collette specializes in both active and retiree group travel from 5-day getaways to San Antonio, to 23-day adventures throughout Australia and New Zealand.

Cruise America

11 W. Hampton Ave.
Mesa, AZ 85210-5258
(800) 327-7799 Reserv.
(602) 464-7321 FAX
(602) 464-7319 Reserv.
(602) 464-7339 FAX
E-Mail: BCaldarone@CruiseAmerica.com
Internet: www.cruiseamerica.com
Contact: Bob Caldaroni

Cruise America offers a 10 percent discount on time and mileage charges on any rental RV (motorhomes, truck campers, motorcycles) from Cruise America or Canada, also \$500 off towards the purchase of a Cruise America used motorhome. Over 100 locations local or one way. Must be reserved in advance. Call the 800 number for reservations or details.

Delaware North Parks Service

Mailcode DNPS
Kennedy Space Center, FL 32899
(407) 452-2121 ext. 4437
(407) 452-3043 FAX
Contact: Marc McDermott

The Kennedy Space Center Visitor Center offers bus tours of the Space Shuttle launch pads, spectacular IMAX movies, viewing of authentic vintage spacecraft and observation of live presentations on space exploration. All this is located on a 70-acre attraction just one hour east of Orlando.

**Dolphin Cruise Line/
Majesty Cruise Line**

901 South America Way
Miami, FL 33132-2073
(305) 358-5122
(305) 358-4807 FAX
Contact: Lisa Millares

Dolphin Cruise Line, offering great value, sails up to seven nights to Canada, Mexico and the Caribbean. Elegant Majesty Cruise Line departs Boston for Bermuda in spring/summer; sails three and four nights from Miami to Mexico, Bahamas in fall/winter. Call for offers for NESRA members.

Eagle Canyon Airlines

275 E. Tropicana Ave., #220
Las Vegas, NV 89109
(702) 736-3333
(702) 895-7824 FAX
Contact: R. Michael Moody

Eagle Canyon Airlines, Grand Canyon Air and Grand Deluxe and Air-only tours offer breathtaking views of Las Vegas, Lake Mead, Hoover Dam, the Colorado River and the Grand Canyon. NESRA discount 20 percent.

Executive Tour & Travel Services, Inc.

407 N. Wild Olive Ave.
Daytona Beach, FL 32118
(800) 272-4707
(904) 255-3393
(904) 255-1292 FAX
Internet: http://www.exectourtravel.com
Contact: Frank Bertalli

Executive Tour & Travel Services, Inc. is a wholesale full-service travel agency offering discount vacation packages for individuals and groups. We specialize in vacation offers for Bahamas Cruises, Orlando, Myrtle Beach, Daytona Beach, as well as Carnival Cruises and lowest airfare available.

Global Holidays

9725 Garfield Ave. S.
Minneapolis, MN 55420-4204
(800) 599-2934
(612) 948-8200
(612) 948-8353 FAX
Contact: Jeannette Kay

Global Holidays is a major tour operator specializing in affordable, high quality travel programs for employee recreation groups to popular destinations such as Caribbean and Alaskan cruises, and tours to Europe and Asia. Discounts vary. Call for details.

Mears Transportation Group

324 W. Gore St.
Orlando, FL 32806
(407) 839-1570
(407) 841-6581
Contact: Karen Pitcherello

Mears Transportation is the largest ground transportation company in Central Florida. Some of the services offered are 24-hour transfers to all hotels for both individuals and groups. Our other fine quality service includes attraction transfers.

Princess Vacations/**Bahamas Princess Resort & Casino**

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Ft. Lauderdale, FL 33315
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(800) 545-1300 Reserv.
(954) 359-3099 ext. 104
(954) 359-9585 FAX
Contact: Jackie Rudd

Princess Vacations offers nonstop air-inclusive packages to the Bahamas Princess Resort & Casino from various U.S. cities. Call for reservations.

Special T Travel Service Inc.

529 N. Ferncreek Ave.
Orlando, FL 32803
(800) 393-3191
(407) 273-7797
(407) 895-1974 FAX
Internet: www.special-t-travel.com
Contact: Nicole LaCroix

Special T Travel Service, Inc. is a full service cruise travel agency offering discounted Bahama vacation cruise packages, Florida vacations in Orlando, and Caribbean cruises. Specializing in corporate leisure travel for both large and small companies on a group and individual basis.

Specialty Travel Inc.

2600 9th St. N., Ste. 501
St. Petersburg, FL 33704
(800) 255-3842
(813) 825-0300
(813) 825-0900 FAX
E-mail: Specialty@compuserve.com
Contact: Joan McCarty, MCC

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Melville, NY 11747-8910
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(516) 844-4565 FAX
Contact: Mary Beth Keenan

Swissair offers all NESRA members, active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

Travel Agents International, Inc.

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St. Petersburg, FL 33702
(813) 576-8241
(813) 579-0529
Contact: Steve Kansagor

Travel Agents International is a franchise of over 330 travel agencies throughout America providing a full range of travel planning services that include corporate and leisure reservations, discounts on cruises and tours, incentive and meeting planning and organization of local travel clubs.

Travel Buyers Association

546 E. Main St.
Lexington, KY 40508
(606) 226-4215
(606) 226-4355 FAX
Contact: Christy Sisk

Travel Buyers Association (TBA) provides a wide range of association services and benefits to travel buyers/planners—people who coordinate travel programs on a professional or volunteer basis for affinity clubs, special interest groups, customer bases and corporate clients.

United Touring Company

1 Bala Plz., Ste. 414
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(800) 223-6486
(610) 617-3300
(610) 617-3312 FAX
E-Mail: utcusa@unitedtour.com
Internet: <http://www.unitedtour.com>
Contact: Richard Galizio

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(703) 688-5820 FAX
Contact: Louise Sparks

Vanguard Tours & Cruises, Inc. has been customizing group cruise programs for 28 years. All cruises go regardless of number of participants and prices never change. Cruises available for \$50 deposits and low monthly payments with no interest charges and major credit cards accepted. Outstanding programs and prices.

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El Sobrante, CA 94803-2209
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(510) 758-7238
E-mail: Raft@wwwvoyages.com
Contact: Bill McGinnis

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Lansing, WV 25862
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(304) 658-4008 FAX
Contact: K. Christopher Dragan

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Visitors/ Convention Bureaus

Bradenton Area CVB

P.O. Box 1000
Bradenton, FL 34206
(941) 729-9177, ext. 233
(941) 729-1820 FAX
E-Mail: gulfisl@Bhip.infi.net
Contact: Alexandra Owen

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Flagstaff Convention & Visitors Bureau

211 W. Aspen Ave.
Flagstaff, AZ 86001
(800) 217-2367
(520) 779-7611
(520) 556-1305 FAX
Internet: cvb@flagstaff.az.us
Contact: Laurie Barnett

Flagstaff CVB welcomes NESRA members to experience the unique natural beauty and attractions of northern Arizona including Grand Canyon, several national monuments, winter skiing, Grand Canyon Railway and Lowell Observatory, to name just a few. Great accommodations, restaurants and nightlife.

Florida Keys & Key West

Tourist Development Council (TDC)
3406 N. Roosevelt Blvd., Ste. 201
Key West, FL 33040
(305) 296-1552
(305) 296-0788 FAX
E-Mail: Keyssales@aol.com
Internet: <http://fla.keys.com>
Contact: Jessica Fileger

America's Caribbean, the Florida Keys & Key West is a chain of small islands south and west of Miami that offers a wide variety of accommodations, attractions and natural beauty. We're the perfect vacation destination!

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Cape Canaveral, FL 32940
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(407) 868-1139 FAX
Contact: Robert Varley

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**Florida Tourism Industry Marketing
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P.O. Box 1100
Tallahassee, FL 32302-1100
(850) 488-5607 x317
(850) 224-2938
Contact: Suzanne Barwick

Our mission is to guide, promote and stimulate the coordinated travel and leisure development of the state and its regions, counties and municipalities. FTIMC promotes new opportunities for growth in the number of visitors to the state, resulting in a positive economic impact to benefit all the residents of Florida. We coordinate advertising, domestic and international sales and promotional activities, public relations and visitor services to maintain the state's image as the ideal travel destination.

Kissimmee-St. Cloud Convention & Visitors Bureau

P.O. Box 422007
Kissimmee, FL 34742-2007
(800) 333-KISS Reserv.
(800) 831-1844 U.S. & Canada
(407) 847-5000
(407) 847-0878 FAX
E-Mail: travel@floridakiss.com
Internet: www.floridakiss.com
Contact: Teresa Akins

The Kissimmee-St. Cloud Convention and Visitors Bureau is a destination promotion agency representing over 35,000 accommodations, conveniently located at the main gates of the Walt Disney World Resort and within minutes of world class attractions throughout central Florida. We offer a variety of collateral available upon request.

Las Vegas Convention & Visitors Authority

3150 Paradise Rd.
Las Vegas, NV 89109-9096
(702) 892-0711
Contact: Jesse James

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24-hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

Laughlin Visitors Bureau

P.O. Box 502
Laughlin, NV 89029-0424
(702) 298-3022
(702) 298-0013 FAX
Contact: Al Guzman

Laughlin Visitors Bureau extends its welcome to NESRA members to visit its resort destination featuring 10 hotel/casinos on the banks of the beautiful Colorado River. Attracting over 5 million visitors a year with affordable room rates, great food and 24-hour gaming. Laughlin offers fishing, boating and water recreation.

Lee County VCB

2180 W First St., Ste. 100
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(941) 334-1106 FAX
E mail: lic@cyberstreet.com
Contact: Harriet Myers

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(407) 363-5834
(407) 370-5012 FAX
E-Mail: NESRA@OrlandoCVB.com
Internet: <http://www.goflorida.com/orlando>
Contact: Heather Hough

The Orlando/Orange County Convention & Visitors Bureau, Inc. is the sales and marketing agency for Orlando's hospitality industry. Established in 1984, the Bureau promotes meetings and conventions through working one-on-one with meeting planners and leisure travel through tour operators, travel agents and consumer programs worldwide.

Philadelphia Convention & Visitors Bureau

1515 Market St., Ste. 2020
Philadelphia, PA 19102
(215) 636-3312
(215) 636-3415 FAX
Internet: Tourism@libertynet.org
E-Mail: rosannas@pcvb.org
Contact: Rosanna Scicchitano

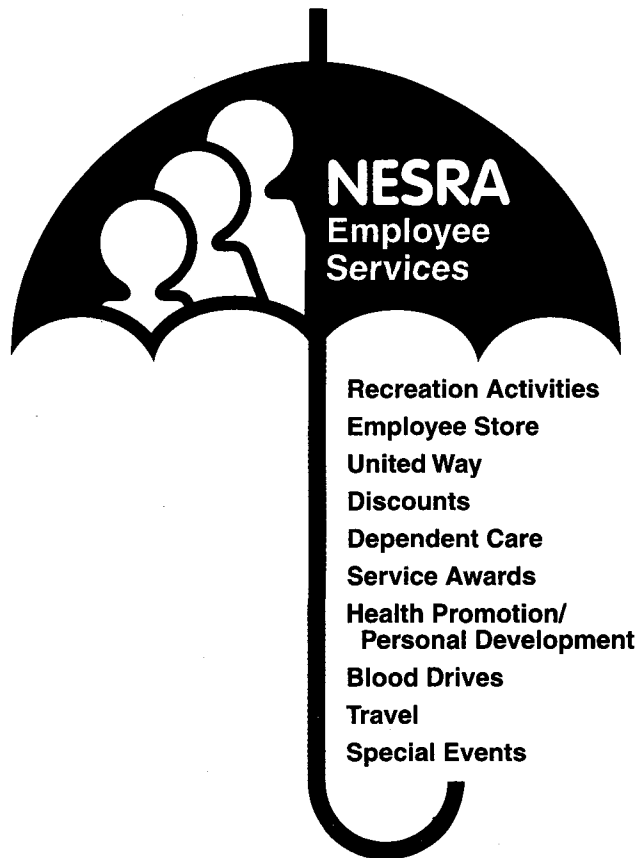
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Quad Cities Convention & Visitors Bureau-IA/IL

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Moline, IL 61265
(800) 747-7800
(309) 788-7800
(309) 788-7898 FAX
E-Mail: cvb@quadcities.com
Contact: Lori Neece

The Quad Cities (Moline/East Moline/Rock Island, IL and Davenport/Bettendorf, IA) are located in Eastern Iowa and Western Illinois. The Bureau assists you in your plans to experience riverboat cruises, restaurants, shopping, festivals and concerts. Call for group discounts and a visitors guide. Experience Quad Cities: Midwest Magic on the Mississippi River.

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EMPLOYEE SERVICES

MANAGEMENT

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Finding Your Retail Niche in the Competitive '90s

By Edwin Richard Rigsbee

Determining what makes you special as a retailer is not always easy. Finding customers who value what you offer is difficult at best. Enjoying your place in the sun, known as customer approval, is especially demanding in these uncertain times. It takes cultivation on several fronts. Every community across the fruited plain is overwhelmed with retail shopping locations and merchants offering everything from soup to nuts. What makes your business emerge from the masses as distinctive? Developing a niche and working it could be the long lost answer.

Answer the following five questions, they are crucial to your success. Record your answers and you're sure to hit pay dirt. The questions tell who your customers happen to be and more importantly, who they should be:

1. "How is my store special and unique?"

Unique alludes to being one-of-a-kind. If you are a "me-too" kind of business, this could be the core of your challenges. Wal-Mart's early uniqueness was their discounting strategy, which holds true today.


2. "What groups of people would most benefit by what I offer?" You must keep in mind age, sex, income, geography, and special interests. This is where you'll create an umbrella (marketing position) under which all your advertising, promotion, and merchandising efforts will be executed as a united front.

3. "How have I physically set up my store to be user-friendly in a concerted effort to serve this group of people I seek?" As an example, there is a crystal shop in Vail, CO I've shopped at for years, but when they took out the sofa I could no longer sit and relax while my family was selecting their

treasures so I don't shop there any longer. There are countless things you can do to make your store user-friendly for your targeted customers.

4. "Is my advertising targeted to the customers I desire to serve?" Do you know your employee demographics? Do you use language in your advertising that appeals to the average age group? Do your messages appeal to engineers, factory workers or computer programmers?

5. "What turns me on?" You must be excited about what you do for the enthusiasm to come through. If you're in a rut, you're in fact in a coffin with the ends kicked out. People who succeed in business are usually very excited about what they do. Survey what you like about being a merchant and concentrate on the positive. Let your exhilaration shine continually—it's contagious!

In your efforts to add value, a pitfall you'll want to avoid is that of adding the value you desire, rather than the value your niche customers want. Become market driven rather than product driven by listening to your customers' needs, wants, and desires. Do this and they'll reward you with greater profitability than you have ever enjoyed. 

Edwin Richard Rigsbee is the author of The Art of Partnering, published by Kendall/Hunt Publishing, (800) 228-0810. Rigsbee is President and Founder of Rigsbee Enterprises, Inc. (REI) located in Westlake Village, CA. REI is a strategic management and marketing consulting firm specializing in problem detection and solutions, customized training programs, and keynote presentations. Rigsbee can be reached by mail P.O. Box 6425-ASD, Westlake Village, CA 91359, by phone (805) 371-4636, by fax: (805) 371-4631 or by E-mail: edrigsbee@aol.com

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FAX (609) 547-8284

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(717) 851-2321
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Karen Woods,
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NESRA-Atlanta/Atlanta,

Georgia. Ken Loftice,
CESRA, (770) 494-3922
FAX (770) 494-2222

NESRA of Augusta

Georgia/Augusta,
Georgia. John Felak,
CESRA, (803) 642-0314
FAX (803) 642-2322

NCTC of NESRA/

Research Triangle Park,
North Carolina.
Starr Loftis,
(919) 286-4492
FAX (TBA)

NESRA of Central

Florida/Orlando, Florida.
Ralph Recht, RVESRA,
(407) 855-6161
FAX (407) 855-6884

NESRA of Northeast

Florida/Jacksonville,
Florida. Laquita Thies,
(904) 308-7369
FAX (904) 981-2935

NESRA South Florida/

Ft. Lauderdale, Florida.
Gloria Murphy, (305)
625-5388 x338
FAX (800) 233-7990

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Become An Online Leader

by Richard G. Ensman, Jr.

Here's how you can use the computer technology around you to become a master of online leadership.

■ **Communicate.** E-mail is a fast, efficient and inexpensive communications tool. Use it to ask questions, make suggestions and comment on performance. If you have a laptop computer, you can send and receive mail from any location—a great tool if you or your people travel a lot. You can produce electronic distribution lists and create memos online. Electronic lists are cheaper and allow you to get information to more people faster.

■ **Plan and schedule.** Place appointment calendars, daily task lists and travel plans online. You and your employees can then review what everyone else is doing and where they're going. You can easily use this information to pinpoint meeting dates and times.

■ **Store policies and procedures.** Why not place your entire manual (if you have one) and other reference materials online and allow your people to consult it whenever questions arise? You'll save paper and time.

■ **Gather opinions and views.** Can't have a staff meeting? No problem. Ask for advice in the form of a simple online survey or questionnaire. Or post a series of discussion topics and ask for the insights of your people.

■ **Disseminate financial data.** Today you have the capability to store budgets, fiscal performance reports, spreadsheets and other fiscal material online and allow your people to retrieve them as needed. No more telephone calls, file searches and wasted time. If you have a network or intranet, all the better. You can store almost any kind of business document or database here and allow for instant retrieval.

Process routine forms. If you solicit forms from your people, ticket requests, or sign-up forms—create electronic versions of those forms and ask that they be completed online.

■ **Post messages.** Use your electronic bulletin board just as you'd use a traditional bulletin board: post and review messages for, and from, your staff. Better yet, using this electronic board, post interesting facts or synopses of articles you've read.

■ **Publish articles.** One of the roles of an effective leader is to comment on company or business trends. Consider publishing "letters to the editor" or formal articles for your favorite professional journal. But do so in their online editions—or at the very least, make the material available to the people around you online.

■ **Discuss issues.** Start and moderate a discussion group, which might consist of your own employees or colleagues from your industry or trade association. Use the group to share your expertise and channel ideas and suggestions on topics of mutual interest.

■ **Train.** Yes, you can even run your own training programs online. Some examples: offer curriculum outlines, electronic exhibits and electronic reprints of educational material. If you can't develop your own online training material, you can use technology to establish electronic links to training materials offered by other companies, educational institutions or journals.

■ **Inspire.** Start by posting your own personal home page. Explain your business philosophy, goals, standards and other information that your people might be curious about. Establish electronic links between this page and other sites important to you and let your people follow them.

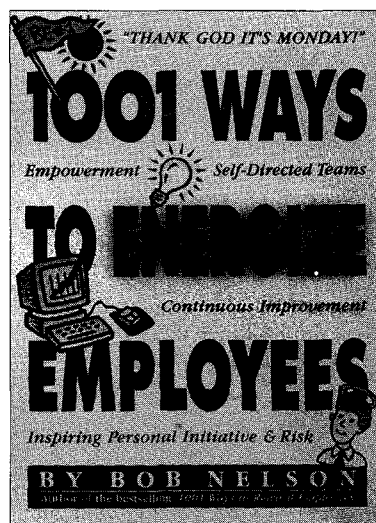
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